



Antecedents and Consequences of Well-Being in the Business Sector in Saudi Arabia

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Abstract

The purpose of the study is to investigate antecedents and consequences of well-being. The study was conducted in the Saudi labour market in both the public and private sectors. A web-based questionnaire with 250 respondents was used to collect data for the study samples. SPSS and AMOS were used for statistical and path analysis, respectively. The study results clearly show that (1) there is a positive relationship between person-organization fit and well-being, (2) there is a strong correlation between person-organization fit and loyalty, (3) work-life balance has a significant positive relationship with well-being, (4) work-life balance is positively connected to employee loyalty, (5) work-life balance has a great effect on retention, (6) well-being has a positive relationship with loyalty, and, finally, (7) there is a relationship between loyalty and retention. These findings indicate that employee well-being may increase if workers feel they fit with their organizations and are provided with work-life balance programmes, which will ultimately lead to employee loyalty and increase employee retention in organizations. This research is distinct from prior investigations as it utilizes a model that has not been previously examined within the Saudi workplace. By assuring organizational support and implementing certain human resource management practices, the study provides managers with valuable suggestions on how to increase employee loyalty and well-being, which will ultimately lead to a higher retention rate. Thus, it has practical implications in human resource management and adds to the administrative literature on social exchange theory.

Keywords: *Well-being, Person-organization fit, Work-life balance, Loyalty, Retention.*

Introduction

The workplace in Saudi Arabia is undergoing a considerable shift, which is closely related to the wider economic and social developments that are occurring in the country (Alotaibi & Campbell, 2022). This shift, which is characterized by technical improvements, diversity, and globalization, has far-reaching ramifications for the nature of work and employee well-being. Employees in Saudi Arabia's public and private sectors may encounter some types of challenges in the workplace as the country moves away from more conventional economic systems (Nurunnabi, 2017). Comprehending the determinants that impact the well-being of employees in this continuously evolving setting is critical for the fulfilment of individuals as well as the achievements of organizations.

Employee well-being is a multifaceted concept that is vital for both employers and employees. It incorporates multiple dimensions, including physical health, mental stability, and emotional satisfaction. Two main ideas are often used when discussing workplace well-being. The first is hedonistic well-being in the workplace, and it refers to the instantaneous delight and comfort that result from fulfilling tasks and a

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supportive work environment (Diener et al., 1999). Conversely, eudaimonic well-being explores an employee's feeling of satisfaction, personal development, and meaning in their employment. It places a focus on leading a life that is consistent with one's beliefs and entails accomplishing both personal and professional objectives (Waterman, 1993). Both hedonic and eudaimonic well-being influence an employee's overall work experience and contribution to the business (Bartels, Peterson & Reina, 2019). When it comes to work happiness, productivity, and personal fulfilment, workers' well-being is closely related (Li et al., 2022). Investing in the well-being of employees has many advantages for organizations, including improved productivity, reduced staff turnover, and enhanced corporate reputation (Grawitch, Gottschalk & Munz, 2006).

A key component of the workplace is person-organization fit, which emphasizes how an employee's personality, values, and personal views coincide with those of their employer (Kristof, 1996). This compatibility is important since it has a major effect on motivation, a feeling of belonging, and work satisfaction (Farooqui & Nagendra, 2014). Strong fits tend to produce more engaged, intrinsically driven, and dedicated workers who favourably impact the culture and objectives of the company. A misalignment of personal and corporate values may result in stress, disengagement, reduced work satisfaction, and, maybe, greater turnover rates (Farooqui & Nagendra, 2014).

It is crucial to strike a balance between work and personal life in today's fast-paced work environment, particularly in a nation like Saudi Arabia that is undergoing rapid change. Maintaining a healthy balance between work and personal obligations is essential for lowering stress levels and avoiding burnout (Brough et al., 2020). Workers that maintain a good work-life balance are often more adaptable, successful, and content with their positions (Byrne, 2005). Employers who choose to support this balance are making a deliberate choice that will increase workplace morale and productivity while also attracting and retaining top talent (Byrne, 2005).

Organizations consider employee loyalty to be a valuable asset (Guillon & Cezanne, 2014). Employees who are loyal to their organization exhibit a profound dedication to its objectives, foster a favourable work environment, and sustain elevated levels of productivity. Employers benefit from employee loyalty as it lowers recruiting costs, preserves organizational expertise, and improves brand image (Antoncic & Antoncic, 2011).

Organizations place significant emphasis on employee retention, which is intricately connected to the notion of loyalty (Das & Baruah, 2013). Retaining knowledgeable and experienced workers is advantageous for continuity, knowledge preservation, and organizational development (Kyndt et al., 2009). Keeping top personnel on board is crucial to preserving a competitive advantage in the fiercely competitive Saudi labour market.

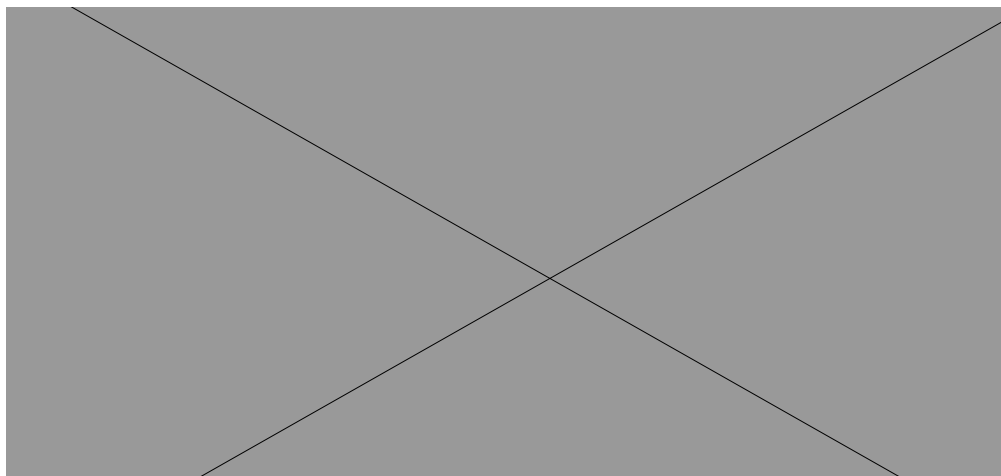


Figure (1) The Study Model

This research will examine how work-life balance and person-organization fit as antecedents affect employee well-being and how this well-being, in turn, affects employee loyalty and retention as consequences, as illustrated in Figure (1). This examination is intended to provide a comprehensive understanding of the interrelationship of all these variables within the workplace, specifically in the evolving context of Saudi Arabia. The research aims to offer managers and human resource professionals beneficial insights into the importance of enforcing policies that support these aspects. The research aims to provide guidance to businesses in developing settings that support employee well-being, loyalty, and retention—all of which are critical for long-term organizational performance in a dynamic and ever-changing environment—by raising their understanding of these dynamics.

Literature Review and Hypotheses Development

Person-organization fit and well-being

According to Kristof (1996), 'person-organization fit' is defined as the degree to which the standards and principles within an organization and the values of people are compatible with one another. Cable and Judge (1997) define person-organization fit as correlation between an individual's fundamental attributes and the way in which an organization operates. These attributes pertain to the organization's culture, atmosphere, values, objectives, and norms. Values, objectives, personality, and attitude are attributes that are under the individual's control (Cable & Judge, 1997). Person-organization fit may also be seen as the extent to which an individual's value judgments align with those of their employer's value system (Yahyagil, 2005), whereas well-being in the workplace is defined as a multi-faceted psychological concept that includes the individual's positive emotional connections to both their job and their employer (Padovam & Siqueira, 2008). According to Mirabito and Berry (2015), well-being encompasses not only the worker's physical health but also their mental health, emotional health, and spiritual health. The term "well-being" describes how people assess many aspects of their lives, such as their mental and physical health, social and professional lives, and the related material problems (Ryff, 2013).

Roczniowska, Retowski, and Higgins (2018) indicate that when there is an alignment between employees' regulatory focus and the organizational climate, it leads to a significant increase in the workers' perceptions of fairness and reduces employee burnout. This alignment gives employees a sense of 'fit' and positively contributes to their happiness. However, when a misfit occurs between employees and the organizational climate, it can lead to lower perceptions of fairness and higher levels of burnout, while also having a negative impact on well-being. Research by Chung, Im, and Kim (2019) suggested that when employees feel their values are in line with the organization's goals and mission, they are more likely to be happier and committed and have a more psychological connection to their organization. Additionally, there is a link between person-organization fit and organizational citizenship behaviour. This means that employees who perceive similar values are more likely to participate in volunteer activities. Lin, Liu, and Lam (2019) found that when employees' motivations for success align with the organization's HR practices, they may feel the job is a good fit for them because it provides them with a sense of well-being, accomplishment, and satisfaction while, at the same time, perceiving that their organization meets their needs. As a result, it can positively influence employee happiness. Additionally, the study indicates that meaningful work can serve as a mediator between the beneficial effects of HR practices and achievement motivation on employee well-being. By achieving common goals at the employee and organizational levels, employees can understand and identify their assigned tasks more effectively, which enhances their sense of belonging to the organization. In their paper, Koburtay and Alzoubi (2021) stated that individuals thrive in their workplaces when there is agreement between the organization and employees on organizational goals, values, needs, and culture. Studies indicate that employees who share similar spiritual experiences in their work environments exhibit high levels of psychological health. Moreover, this suggests that integrating spirituality into the workplace

can improve employee well-being. A further study by Coşkun et al (2022) reveals that psychological health is linked to person-organization fit. When employees are engaged with their organization, this has a positive influence on their psychological health. Those with a strong sense of organizational fit can establish positive relationships, feel more independent, and have responsibilities that are meaningful. Based on these studies, the following hypothesis is proposed:

H1: A positive relationship exists between person-organization fit and well-being.

Person-organization fit and loyalty

According to Dienesch and Liden (1986), loyalty is the degree to which employees and managers openly support each other's actions and ethics. It is a measure of their commitment to one another. Employee loyalty can also be defined as the extent to which employees possess profound emotions towards the organization, are eager to develop alongside it collectively, have a sense of duty and purpose in their work, utilize their intellect and experience to assist the organization in attaining its objectives, and carry out their designated duties in support of the organization in accomplishing its strategic goals (Zhou and Yu, 2003).

A study conducted by Adeoye and Hope in Nigeria (2020) suggests that there is a notable correlation between organizational culture and employee retention, alongside a considerable relationship between organizational values and employee loyalty. The research indicates that organizational culture is critical to employee retention and suggests that firms maintain their cultures in order to foster employee competency, consistency, and commitment. A study by Sun, Alam, and Ma (2023) suggests that Chinese nurses can develop high levels of loyalty when they perceive fit with their organization. When nurses feel there is alignment between their values and characteristics and the organization's goals, they are more likely to be loyal to their work and the organization. This indicates that a good fit between an employee and their organization can lead to higher levels of organizational loyalty. As a result, the following hypothesis is proposed:

H2: A positive relationship exists between person-organization fit and loyalty.

Work-life balance and well-being

Work-life balance refers to the ability of an individual, regardless of age or gender, to create a balanced relationship between their duties as a professional and their own interests, hobbies, and commitments outside of work (Felstead et al., 2002). In addition, the concept of work-life balance refers to the extent to which people feel fully satisfied and equally invested in their familial and professional obligations (Greenhaus, Collins & Shaw, 2003). Igbinomwanhia, Iyayi, and Iyayi (2012) define work-life balance as a state of harmony between one's personal and professional lives, whereby an individual is content with both their work-related and non-work-related responsibilities.

Research by Hoffmann-Burdzińska and Rutkowska (2015) indicated that organizations need to start by considering individuals' perspectives to understand the relation between work-life balance and well-being to develop strategies to support their employees in obtaining such balance and well-being. The research presented a tool called the work-life balance barometer, which is available online and can be used to measure work-life balance over a period of time. Althammer et al., (2021) found that mindfulness intervention plays a significant role in improving the sense of separation from work, reducing work-family conflict, and improving work-life balance. However, the intervention has no significant effect on well-being. The relationship between work-life balance and well-being in school principals was examined by Kim (2022). The study emphasizes that when school principals frequently experience high stress levels and overloaded work pressures, it has a negative effect on well-being and work-life balance. This means that it is crucial for principals to achieve good work-life balance to support their well-being. The study proposes using mindfulness-based tools, which possess great value in terms of helping principals to achieve well-being and reduce

their stress levels. A study by Kurtulus et al. (2023) found that health care employees who have a better balance between their work and personal lives tend to experience higher levels of psychological well-being. Furthermore, psychological well-being plays a mediating role between social support and work-life balance. This means that when individuals experience a high level of psychological well-being it plays an important role between social support and work-life balance. Gadzali (2023) found that applying work-life balance policies in the banking industry can help to improve employees' mental and physical health, make them feel supported by their organization, and help them to sustain their careers and improve their financial statuses. Additionally, the study emphasizes that the millennial generation pays great attention to work-life balance as they value family, friends, and lifestyle. Thus, the following hypothesis can be suggested:

H3: Work-life balance has a positive relationship with well-being.

Work-life balance and loyalty

A study by Burke and Singh (2014) proposed that organizations that integrate work-life balance into their values are more likely to increase employee loyalty. Capnary, Rachmawati, and Agung (2018) focused on millennial employees in businesses being established in Indonesia. The finding indicated that work-life balance mediates the relationship between work flexibility and loyalty, which increases the loyalty level among employees. Kuswandi et al (2021) studied the relationship between work-life balance and loyalty among faculty members. Those who have a better work-life balance express a high loyalty level towards their organization. Based on these studies, we can propose the following hypothesis:

H4: A positive relationship exists between work-life balance and loyalty.

Work-life balance and retention

The "ability to hold on to employees" is known as retention (Noon and Heery, 2001). Akila (2012) stated that the practice of motivating current workers to continue in their jobs for a significant number of years is known as employee retention. Employee retention, according to Kossivi, Xu and Kalgora, (2016), is a tactic utilized by businesses to maintain an effective workforce while achieving operational goals. Furthermore, employee retention refers to an organization's efforts to offer a work environment that encourages workers to stay with the firm by implementing policies and procedures that correspond to their distinct requirements and aspirations (Kossivi, Xu and Kalgora, 2016).

Deery and Jago (2015) discuss how work-life balance is significantly important when managing employees and retaining them in the hospitality industry. In addition, managers play an important role in monitoring the implementation of work-life balance strategies and identifying problems that can negatively impact such operations, which, in turn, can impact employee satisfaction and retention. Rodríguez-Sánchez et al. (2020) stated that societal changes cause work-life balance policies to be developed. Practices such as schedule and spatial flexibility, non-monetary benefits, external activities, and employer branding have contributed to the retention of talented HR. Organizations that invest in work-life balance strategies can retain talented employees. In addition, Adriano and Callaghan (2020) suggest that when the work-life balance conflict level increases it leads to higher intentions to quit. However, many factors can influence this relationship, such as demographic characteristics, social connections, work engagement, and stress levels. Moreover, the study emphasizes that job satisfaction plays a mediating role between work-life balance and retention. Research by Zumrah, Nizah, and Jalil (2022) suggested that home mortgages play a moderating role in the relationship between work-life balance and employee retention. The study found that employees with home loans have higher potential to stay in their organizations. This suggests that home mortgages can strengthen the positive relationship between work-life balance and employee retention. In their research, Al-Harthy and Yusof. (2022) indicate that implementing strategic HR management, such as compensation

programmes, work-life balance, and job security, can have a positive effect on the employee retention rate in Oman's private sector. According to this literature, this hypothesis can be suggested:

H5: A positive relationship exists between work-life balance and retention.

Well-being and loyalty

Han and Hyun (2018) discovered that customer loyalty is crucially determined by emotional well-being, whereas mental health perception is important for employee loyalty. Improving emotional well-being and mental health perception can lead to increased loyalty among both customers and employees. Moreover, the study stated that the link between emotional well-being and loyalty is higher for customers, while that between mental health perception and loyalty is stronger for employees. These findings emphasize that it is important to foster a tailored approach to well-being to improve the loyalty of individuals, whether they are customers or employees.

In their research, Aboobaker, Manoj and Zakkariya (2021) finds that workplace spirituality, which includes various aspects of meaningful work, sense of community, and alignment with organizational values, has a significant impact on employee happiness. Additionally, happiness at work appears to mediate the relationship between workplace spirituality and employee loyalty to the organization. Employees who experience spirituality and work with great joy can exhibit their commitment to the organization, demonstrate a strong desire to stay loyal, articulate an effective plan to remain active in their role, and speak positively of the company. Moreover, the study highlights the importance of well-being in employee retention and recommends that organizations consider workplace spirituality to improve employee well-being and loyalty.

Nuckles (2021) found that homeownership can be part of overall employee well-being in terms of security and financial stability, leading to increased productivity and overall job satisfaction. Employees who are satisfied with their living conditions with regard to, for example, owning their own home, are less likely to consider changing jobs and moving elsewhere. Employers can encourage employees to be more loyal and committed to the company by assisting them in owning their homes. Research by Gorgenyi-Hegybes, Nathan and Fekete-Farkas (2021) studied the relationship between employee well-being, satisfaction, and loyalty. The study indicates that elements such as mental and emotional health, health care support, and physical health participate greatly in employee well-being. However, there is no strong link between well-being and loyalty in crisis times, such as during the COVID-19 pandemic. This lack of connection is illustrated by workers' concerns about their own safety, revealing that they prefer to prioritize themselves rather than be loyal to their organizations. According to this literature, this hypothesis can be suggested:

H6: A positive relationship exists between well-being and loyalty.

Loyalty and retention

In the study conducted by Janjua and Gulzar (2014), loyalty mediates the relationship between HR practices and both employee commitment and employee retention. This implies that employee loyalty has a significant influence on employee retention within an organization. Book, Gatling and Kim (2019) suggested that employee retention is positively correlated with employee loyalty. Additionally, the likelihood of employees staying with an organization increases as a result of their loyalty. Furthermore, the relationship between leader satisfaction and employee loyalty and retention is mediated by employee engagement. This shows that when an organization engages employees, they are more likely to be loyal to the organization, leading to increased employee retention rates. Thus, by promoting employee loyalty, the organization can enhance its ability to retain employees. Cachón-Rodríguez et al.'s research conducted in 2022 indicates that social capital in organizations is positively linked to sustainable HR management. It suggests that the adoption of

sustainable HR practices in organizations can lead to improved social relationships among employees. This means that when employees are able to develop and maintain a sense of interpersonal connections and trust within their organization, they will be more likely to remain loyal and committed to the company.

H7: A positive relationship exists between loyalty and retention.

Methodology

Sample and data collection

A questionnaire was designed to collect the answers required to meet the objectives of this research. The data were collected randomly using an online survey. The questionnaire consisted of two parts. The first section comprised three questions on demographic traits—age, gender, and experience level. The study's variables were examined in the next section of the questionnaire, which contained 27 questions to measure employee well-being, person-organization fit, work-life balance, loyalty, and retention. The sample size consisted of 250 respondents from both the public and private sectors in the Saudi Arabian labour market.

According to Table (1), it can be seen that the majority of the respondents (132 or 52.8% of the total sample) were female. The remaining 118 (47.2%) were men. The largest group of workers belonged to the 36–45 age group (35.6%), followed by the 26–35-year-olds (28.1%). The largest proportion of workers were those with experience of 20 years or more (28.4%), followed by those with 10 to 14 years of experience (24.4%). Further information is provided in Table (1).

Table (1) Demographic Characteristics

Characteristic	Category	Frequency	Percent
Gender	Male	118	47.2
	Female	132	52.8
Years of experience	< 5 years	37	14.8
	5–9 years	48	19.2
	10–14 years	61	24.4
	15–19 years	33	13.2
	> 20 years	71	28.4
Age	< 26 years	13	5.2
	26–35 years	71	28.4
	36–45 years	89	35.6
	46–55 years	55	22.0
	> 56 years	22	8.8

Measures

All the variables were measured on a five-point Likert scale ranging from strongly disagree to strongly agree. The questionnaire consisted of 27 items in total, all of which were drawn straight from reliable, valid questionnaires that had been used in previous studies.

Person-organization fit was assessed using the eight-item shortened scale created by Kristof-Brown (2000) and Chatman (1989): "The things that I value in life are very similar to the things that my organization values", "My personal values match my organization's values and culture", "My organization's values and culture provide a good fit with the things that I value in life", "In my organization, there are a lot of people who exhibit similar behaviour related to the work", "I can say that I share common feelings with my workmates regarding many points", "My organization meets all my expectations", "I have the abilities and skills that my organization demands from me", and "My education and personal skills about my job are compatible with the needs of my organization".

Work-life balance was measured using the five-item shortened scale created by Worley (2023): "I am satisfied with my work-life balance", "I am satisfied with my work hours", "I am in control of my work day", "I have a flexible work schedule", and "I use my vacation days to take time off on a regular basis".

Well-being was measured by five questions designed by Schaufeli, Bakker, and Salanova (2006). The items used were as follows: "At work, I feel I am bursting with energy", "In my job, I feel strong and vigorous", "I am enthusiastic about my job", "My job inspires me", and "When I get up in the morning, I feel like going to work".

Loyalty was assessed using Mowday, Steers, and Porter's (1979) five-item short-end loyalty scale: "I am proud to tell others that I am part of this organization", "I really care about the fate of this organization",

“I talk up this organization to my friends as a great organization to work for”, “For me, this is the best of all the possible organizations for which to work”, and “I would accept almost any type of job assignment in order to keep working for this organization”.

Retention was measured by three questions based on Mitchell et al. (2001): “I intend to leave the organization in the near future”, “I will likely stay with this organization for the foreseeable future” and “I will not pursue alternative employment outside the organization in the next year”.

Data analysis

The Statistical Package for the Social Sciences (SPSS) and Analysis of Moment Structure (AMOS) were used to evaluate the quantitative data. After looking at the mean and standard deviation of each variable’s descriptive data, we utilized Cronbach’s alpha to assess the consistency of the respondents’ answers on person-organization fit, work-life balance, well-being, loyalty, and retention. A route analysis and confirmatory factor analysis were carried out using AMOS.

Table (2) the variables reliability test results

Scale	Cronbach’s alpha	N of items
Work-life balance	.789	5
Loyalty	.815	5
Person-organization fit	.821	8
Retention	.798	3
Well-being	.934	5

Results

Reliability analysis

The computed reliability analyses for the subsequent scales-well-being, work-life balance, loyalty, and retention-are displayed in Table (2). The person-organization fit, work-life balance, loyalty, retention, and well-being scales have Cronbach’s alphas of 0.821, 0.789, 0.815, 0.798, and 0.934, respectively. Based on the results obtained, the scales are deemed to be acceptable and dependable. This indicates that we have developed the most suitable and acceptable model for connecting the relationships between the variables.

Means and standard deviations

Table (3) presents the means, standard deviations, and the corelations between the research variables. Person-organization fit has a mean score of 3.45 and a standard deviation of .64. Work-life balance has a mean of 3.42 and a standard variation value of .82. The mean value for loyalty is 3.46, and its standard deviation is .81. Retention has a mean value of 3.12 and a standard deviation of 1.02. Well-being has a mean value of 3.39 and a standard deviation of .99.

Table (3) the means, standard deviations, and correlations between the research variables

Variable	Mean	Std. deviation	Person-organization fit	Work-life balance	Loyalty	Retention	Well-being
Person-organization fit	3.45	.64	1				
Work-life balance	3.42	.82	.525**	1			
Loyalty	3.46	.81	.639**	.601**	1		
Retention	3.12	1.02	.429**	.502**	.546**	1	
Well-being	3.39	.99	.549**	.605**	.645**	.457**	1

The correlations between the variables

The correlations between the variables are shown in Table (3). Person-organization fit has a strong positive correlation with work-life balance ($r=.525^{**}, p<0.01$), loyalty ($r=.639^{**}, p<0.01$), retention ($r=.429^{**}, p<0.01$), and well-being ($r = .549^{**}, p < 0.01$). Work-life balance has a significant positive correlation with loyalty ($r=.601^{**}, p<0.01$), retention ($r=.502^{**}, p<0.01$), and well-being ($r=.605^{**}, p<0.01$). Loyalty has a substantial

positive correlation with retention ($r = .546^{**}$, $p < 0.01$) and well-being ($r = .645^{**}$, $p < 0.01$).

Table (4) Results of the Model Fit

Statistics	CMIN/DF	CFI	IFI	TLI	χ^2	Df	RMSEA	NFI	GFI	AGFI	RMR
Results	1.190	.999	.999	.996	1.190	2	.028	.996	.996	.972	.014

Testing the research model fit

We used path analysis to assess the study’s hypotheses. The indications demonstrate an appropriate fit of the study’s model. A test was conducted on the theoretical model shown in Figure (1). An overview of the model fit findings is provided in Table (4). The indicators demonstrate that the research’s model fit is adequate (CMIN/DF = 1.190, CFI = .999, IFI = .999, TLI = .996, $\chi^2 = 1.190$, Df = 2, RMSEA = .028, NFI = .996, GFI = .996, AGFI = .972, RMR = .014, IFI = .999, TLI = .996, Df = 2, NFI = .996). Figure (1) presents the best model for describing the associations between the variables in light of these findings.

Table (5) Path Analysis of the Proposed Model

Hypothesis		Estimate	S.E.	C.R.	P
H3	Well-being <--- WLB	.525	.067	7.839	***
H1	Well-being <--- POF	.497	.086	5.752	***
H6	Loyalty <--- Well-being	.262	.046	5.680	***
H2	Loyalty <--- POF	.440	.067	6.577	***
H4	Loyalty <--- WLB	.225	.054	4.134	***
H5	Retention <--- WLB	.338	.080	4.243	***
H7	Retention <--- Loyalty	.480	.081	5.963	***

According to the direct relationships shown in Table (5) and Figure (2), work-life balance (WLB) is positively related to well-being ($\beta = .525$, $P < 0.01$), supporting H3. Person-organization fit (POF) is positively related to well-being ($\beta = .497$, $P < 0.01$), supporting H1. Well-being is positively related to loyalty ($\beta = .262$, $P < 0.01$), supporting H6. POF is positively related to loyalty ($\beta = .440$, $P < 0.01$), supporting H2. WLB is positively related to loyalty ($\beta = .225$, $P < 0.01$), supporting H4. WLB is positively related to retention ($\beta = .338$, $P < 0.01$), supporting H5. Loyalty is positively related to retention ($\beta = .480$, $P < 0.01$), supporting H7.

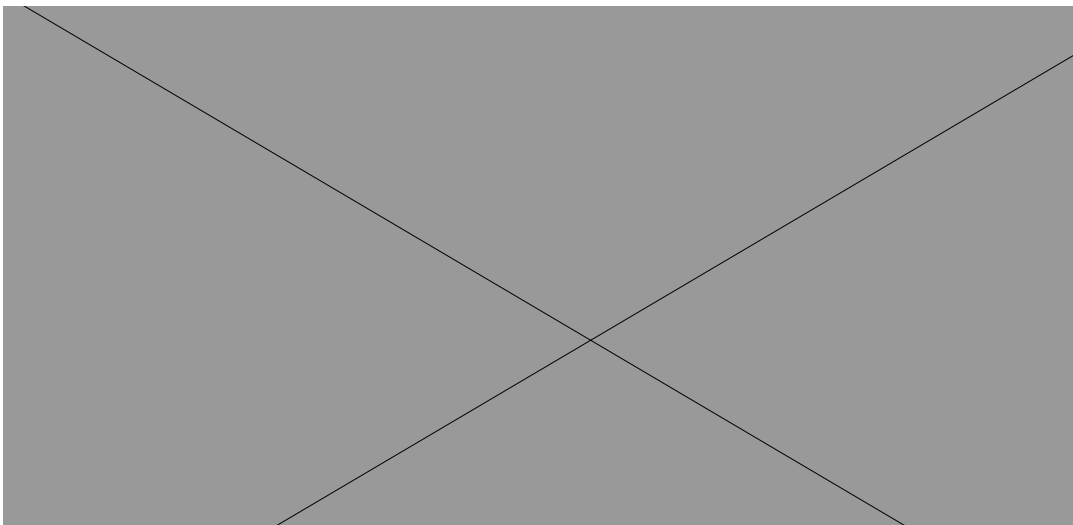


Figure (2) The Antecedents and Consequences of Well-being

Discussion

The main objective of this study was to examine the effect of person-organization fit and work-life balance on well-being. moreover, it considers the possible consequences for the Saudi workplace.

The results of this study indicate that person-organization fit can significantly influence employee well-being, as stated in H1. This agrees with the findings of Roczniewska, Retowski & Higgins (2018); Chung, Im & Kim (2019); Lin, Liu & Lam (2019); Koburtay & Alzoubi (2021) and Coşkun et al., (2022). This means that

a good sense of fit between an employee and their organization will positively affect employee well-being. Employees that are a good fit for their organizations have a greater level of well-being and are happier and more satisfied with their work and feel that their work has meaning (Roczniewska, Retowski & Higgins, 2018). This sense of meaningfulness enables employees to feel a sense of belonging to their organization, which can lead to increased productivity and attract people who believe in the organization's mission and goals (Lievens et al., 2001).

According to the results, person-organization fit can have a strong positive effect on employee loyalty levels, in accordance with the second hypothesis. This result aligns with the findings of Adeoye and Hope (2020) and Sun, Alam and Ma (2023). This means that employees that possess a good fit with their organizations can exhibit loyal behaviours towards their companies.

According to the results of this study, work-life balance has a significant positive effect on employee well-being, as stated in the third hypothesis. This result agrees with the findings of Hoffmann-Burdzińska and Rutkowska (2015), Althammer et al. (2021), Kim (2022), Kurtuluş et al. (2023), and Gadzali (2023). This means that employees who are offered a flexible work arrangement and are able to balance their work and personal life requirements can improve their employee well-being.

Based on the results, work-life balance has a great influence on employee loyalty, in accordance with the fourth hypothesis. This outcome agrees with the results obtained by Burke and Singh (2014); Capnary, Rachmawati, and Agung (2018); and Kuswandi et al (2021). This means that employees who have a great level of work-life balance can increase their sense of loyalty towards their employers, and this can be seen in their attitudes and behaviours as they become more productive and promote their organizations as great places to work (Antoncic and Antoncic, 2011).

According to the results of this study, work-life balance positively affects employee retention within organizations, as stated in the fifth hypothesis. This matches with the findings of the previous studies conducted by Deery and Jago (2015); Rodríguez-Sánchez et al. (2020); Adriano and Callaghan (2020); Zumrah, Nizah, and Jalil (2022); and Al-Harthy and Yusofl. (2022). Employees who have work-life balance opportunities in their organizations are more likely to remain within their companies.

According to the results of this study, employees with a higher level of well-being are more loyal to their organizations, as proposed in the sixth hypothesis. This result is similar to other previous studies presented by Han and Hyun (2019); Aboobaker, Manoj and, Zakkariya (2021); Nuckles (2021); and Gorgenyi-Hegyeg, Nathan, and Fekete-Farkas (2021). This means that employees who have a greater level of psychological and physical well-being are more likely to display loyalty behaviour with regard to their organizations.

According to the results of this study, loyalty has a positive relationship with employee retention. This finding is linked to those of other previous studies conducted by Janjua and Gulzar (2014); Sam (2014); Book, Gatling, and Kim (2019) and Cachón-Rodríguez et al. (2022). Employees with higher levels of loyalty are more willing to be retained by their organizations.

Limitations and Future Research

During the course of carrying out this study, the approach used was subject to a few limitations. One of these was that the data were only gathered in Saudi Arabian workplaces within the public and private sectors. We suggest carrying out further research in different geographical areas to validate the results. Additionally, this research examines the factors that contribute to the emphasis of positive relationships between the variables. There is need for further investigation into what causes negative effects and what can be done about these in the future. Furthermore, the data for the study were obtained from a single source in a web-based format; however, more data sources may be used in future research. Moreover,

this study solely examined the direct relationships between the variables because, as far as we are aware, there is a dearth of research on the mediating variables; thus, there is an opportunity for future studies to investigate the mediating effects. Lastly, we utilized reduced versions of several of the measures to attract a sufficient number of people to complete the questionnaire.

Practical Implications

This research was carried out with the intention of supporting public and private enterprises in Saudi Arabia in determining the factors that contribute to the well-being of their employees and the consequences. We discussed person-organization fit, work-life balance, and their effects on well-being. We also discussed how well-being affects loyalty and how the latter, in turn, influences employee retention. Organizational support and the effective execution of HR management are crucial for improving employee well-being, since this may foster employee loyalty and raise the retention rate-both of which can provide the business with a long-term competitive edge.

The study stresses the importance of the HR management role in ensuring that there is a fit between organizations and their employees. This can be done by improving staffing strategies and providing a well-designed onboarding programme to ensure that employees fit their jobs, departments, and organizations (Dhir, Dutta & Ghosh, 2020). In addition, organizations can implement and support work-life balance initiatives, such as hybrid work arrangements, remote work, and flexitime, and also provide childcare facilities. HR departments need to ensure the implementation of these practices, develop some rules and procedures, and ensure their compatibility with other policies and regulations in a way that does not harm employers or employees. This can lead to increased employee well-being levels, which can enhance workers' loyalty towards their organizations. Employees who are loyal are likely to have fewer days off, defend their organizations, be more adaptable with regard to changes, and be more likely to want to thrive with and within their organizations (Adeoye & Hope, 2020) Such loyalty leads to companies retaining their most talented employees, which can help organizations save time and costs in terms of hiring new employees (Samuel & Chipunza, 2009). Consequently, organizations need to ensure they maintain good levels of employee well-being as they can help employees to be more productive, satisfied, loyal, and willing to remain within their organizations.

Conclusion

The aim of the research was to examine the potential relationships between work-life balance, employee retention, loyalty, and organization-person fit. The results of the investigation confirmed the initial hypotheses and align with the majority of the previous scholarly investigations.

Nowadays, the significance of well-being is growing as a result of the ever-changing environment and uncertain work situations. It is imperative for organizations to recognize that personnel who possess a strong sense of well-being, which is accompanied by a harmonious work-life balance and a strong sense of organizational fit, are considerably more likely to exhibit high levels of loyalty.

Ultimately, this will contribute to the improvement of organizational efficiency and effectiveness. Consequently, employee loyalty fosters greater commitment to an organization and increases workers' propensity to remain, thereby contributing to a higher rate of employee retention.

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