



ISSN 2233-5382

JIDB website: <http://www.jidb.or.kr>doi:<http://dx.doi.org/10.13106/jidb.2023.vol14.no12.23>

# The Importance of Consultation for Employee Welfare : Qualitative Textual Analysis

Kyungsoo LEE<sup>1</sup>

Received: November 30, 2023. Revised: December 25, 2023. Accepted: December 27, 2023.

## Abstract

**Purpose:** The primary objectives of this research are: (1) To examine the current situation of employee welfare in diverse workplace settings. (2) To explore and identify the different challenges that affect employees' overall well-being. (3) To examine and establish the importance of consultation as a strategic tool in addressing these challenges and enhancing employee welfare.

**Research design, data and methodology:** The first step of the research design is the identification of databases, search terms, and filters. A thorough search will be conducted across respectable academic databases, journals, and pertinent sources using keywords and controlled vocabulary about consultation, employee welfare, and related concepts. The next step is full-text assessment, which verifies compliance with the research question and assesses the caliber of the methodology. **Results:** According to the previous evidence, the significant benefits of effective consultation for employee welfare have been highlighted: 1. positive impact on productivity in the workplace, 2. Effective consultation Improves employee's engagement, 3. Effective consultation Increases employee retention, and 4. Effective consultation facilitates trust in a corporate communication. **Conclusions:** The study has identified four main advantages: enhanced productivity, enhanced engagement, increased retention, and enhanced trust-building. These findings provide insightful information for practitioners looking to foster positive workplace cultures and improve organizational success.

**Keywords :** Corporate Consultation, Employee Welfare, Workplace Management

**JEL Classification Code:** I31, I38, O15

## 1. Introduction

With the dynamic technological changes and advancements, changing population demographics, and evolving employee needs and expectations, the modern-day workplace is undoubtedly undergoing a transformative shift. The traditional view and understanding of employee welfare as just matters to do with financial benefits and health safety

has evolved to encompass much more than that. Employee welfare is now recognized beyond tangible rewards and benefits in the dynamic workplace (Edmans et al., 2023). It is a multidimensional concept that includes the overall well-being of employees in the workplace, acknowledging the interconnected nature of physical, mental, economic, and social wellness.

This paradigm shifts results from a growing awareness

<sup>1</sup> First and Corresponding Author. Assistant Professor, Department of Liberal Arts, Sehan University, Korea.  
Email: 2023060@naver.com

© Copyright: The Author(s)  
This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

of the close relationship between an organization's success and the well-being of its employees. While there is no legal obligation for employers to consult with employees regarding their decision-making unless, in certain issues such as work dismissals, it is an imperative thing for an organization, especially in the modern working environment where employees have alternatives, have access to myriads of legal rights and increased possibilities of uncertainties (Edmans et al., 2023; Staddon et al., 2016).

In addition to being morally right, a supportive workplace culture that puts employees' needs first is also strategically necessary. Employers who try to foster a positive and vibrant work environment frequently see increased employee engagement, loyalty, and creativity (Staddon et al., 2016). Acknowledging the mutually beneficial connection between worker satisfaction and company achievement is crucial for effectively managing the intricacies of the contemporary work environment. Yes, having two-way conversations about workplace issues such as security and safety can be difficult for the consultation. However, it does make business sense. When employees are involved, they get invested. The sense of belonging and appreciation grows in them, motivating them to become the best version of themselves and deliver the best for their employers. Ultimately, a much safer and more productive working environment is created.

Although the significance of employee welfare is increasingly recognized, modern workplaces face significant obstacles that impair workers' well-being. The rising rates of work-related stress and burnout, widespread in today's hectic work environments, are among the main problems (David et al., 2023; Osborne & Hammoud, 2017). Workers usually have to manage a complex network of duties, due dates, and expectations, which can harm their physical and emotional well-being. The increased imbalance between work and personal life exacerbates these difficulties. Blurring the lines between the personal and professional domains has impacted people's ability to maintain a healthy balance. This impacts each employee's quality of life and has a cascading effect on the entire organization. Some of the repercussions are reduced output, increased staff turnover, and changes to the general dynamics of the workplace.

Therefore, this problem statement essentially emphasizes how important it is to deal with these issues to protect each employee's well-being and, consequently, the organization's long-term success. The research exploration of the role of consultation in the workplace setting seeks to shed light on how organizations can address these issues and foster a healthier and more sustainable workplace.

The primary objectives of the study are: (1) To examine the current situation of employee welfare in diverse workplace settings. (2) To explore and identify the different

challenges that affect employees' overall well-being. (3) To examine and establish the importance of consultation as a strategic tool in addressing these challenges and enhancing employee welfare.

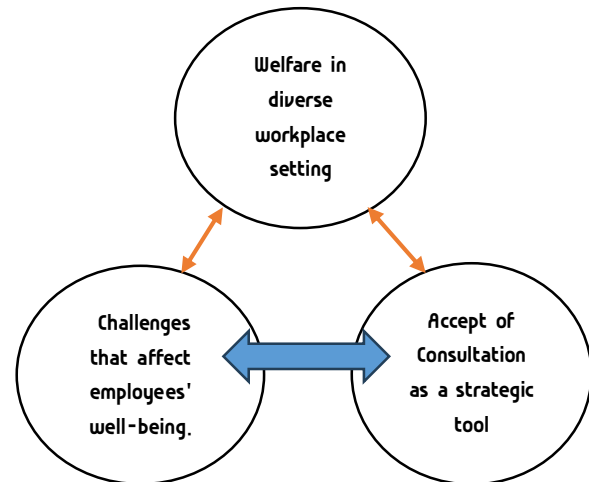


Figure 1: Three Identification for the Research Aim

## 2. Literature Review

### 2.1. Current Situation of Employee Welfare

According to Edmans et al. (2023), contemporary employee welfare is a dynamic transition from traditional approaches, embracing a holistic framework that transcends basic compensation and statutory benefits. Welfare programs in the modern workplace are made to take a holistic approach to the well-being of employees. These initiatives, which go beyond financial concerns, offer a range of resources, services, and facilities to enhance employees' productivity, well-being, financial standing, and social status of employees. This holistic viewpoint recognizes employee welfare's role in supporting the personal growth of workers as a whole. Pradhan and Jena (2017) argue that good employee welfare initiatives are not static but flexible, with new welfare measures regularly added to the existing framework to address emerging challenges and align with the evolving needs and expectations of the workforce.

In addition, several parties are involved in improving employee welfare, including employers, the government, workers, and outside philanthropic or social organizations. Modern employee welfare aims to develop responsible, involved citizens who make valuable contributions to their workplace and the larger community rather than just producing productive workers (Griffin et al., 2020; Harvey,

2014; Diamond, 2016). This transformative approach recognizes that a happy, healthy, and engaged workforce is essential to an organization's success and long-term viability in the fast-paced, modern workplace. Furthermore, good employee welfare is a win-win situation for the organization and individual workers.

## 2.2. Consultation in the Workplace

In modern workplaces, research emphasizes that consultation is a critical tool for improving employee welfare. Fundamentally, according to Bakker and Demerouti (2017), consultation is about moving away from a one-sided approach to decision-making and toward one that is more inclusive and participatory. It means asking staff members for their opinions on a change they are considering making rather than following a hierarchical plan specifying what must be done. The literature highlights that the three essential elements of any meaningful process—giving employees pertinent information about proposed changes, giving them a chance to voice their opinions in response to this information, and considering their opinions before making decisions and putting changes into action—are the foundation of effective consultation (Schaufeli, 2017; Beaudry et al., 2016).

More importantly, according to the literature, the right to consult does not grant one the ability to veto authority over decisions. Instead, it means that, even though the ultimate decision may not necessarily reflect the employees' opinions, those opinions are truly considered during the decision-making process. This strategy aims to balance the organization's needs and employees' opinions, acknowledging that consultation is a substantive process that can substantially impact employees' general well-being rather than merely being a formality (Beaudry et al., 2016; Bakker & Demerouti, 2017; Lesener et al., 2019). By implementing consultation in workplace procedures, organizations can leverage the collective intelligence of their staff, cultivate an inclusive and transparent culture, and ultimately contribute to a positive and encouraging work environment that enhances employee welfare.

According to a study by Lesener et al. (2019), many organizations engage and consult their employees in various ways. Workplace consultation statistics show that about 86% of employees and employers posit that consultation is an important employee welfare package. They cite that lack of employee consultation is one of the main reasons behind organizational failures. Organizations such as Microsoft that have higher levels of consultation may boost their productivity by up to 25% (Lesener et al., 2019; Taft et al., 2013; Bakker & Demerouti, 2018).

Examining Microsoft as a model workplace that values employee engagement and consultation, it is clear that the

tech behemoth goes above and beyond traditional practices and takes a distinctive stance focused on the well-being of its workforce. Microsoft's approach to measuring employee engagement deviates significantly from traditional models by emphasizing employee thriving, defined as "energized and empowered to do meaningful work." This illustrates a sophisticated awareness that genuine employee well-being encompasses a deeper sense of purpose and fulfillment within the organization and goes beyond simple job satisfaction.

## 2.3. The Link Between Consultation and Employee Welfare

The workplace, which is frequently characterized by its dynamic nature, presents many challenges for workers that may negatively influence their well-being. Stress among employees is a common concern that significantly impacts welfare and productivity. 79% of workers reports feeling stressed at work, which is a concerning statistic according to the UK 2020 Workplace Stress Survey. Many factors contribute to workplace stress, including politics, bullying, harassment, poor communication, long work hours, a lack of direction, strained relationships with managers, and hazardous working conditions (Milkovich et al., 2014; Tims et al., 2013; Jelani & Nordin, 2019; Stanciu et al., 2016). These difficulties raise stress levels and result in higher absenteeism, which is very expensive for employers. The urge and commitment to address these issues underscores the critical link between consultation and employee welfare.

Amazingly, consultation is a powerful tool to bridge the gap between organizational problems and employee welfare. Through establishing channels for a transparent exchange of ideas and opinions, consultation enables workers to voice their worries regarding workplace pressures. Addressing workplace politics, for example, might entail cooperative decision-making procedures that promote a more open and transparent workplace. Developing strong anti-harassment policies and procedures necessitates a consultative approach to addressing bullying and harassment. Additionally, consultation can help develop stronger communication tactics, give workers a sense of purpose, and foster a good working relationship with managers (Jelani & Nordin, 2019; Keyton et al., 2013). Essentially, consultation is a tool that helps organizations proactively pinpoint, deal with, and alleviate the underlying causes of workplace stress. This, in turn, improves employee welfare and fosters a more resilient, vibrant workplace culture.

## 2.4. Research Gap

Despite the substantial literature on organizations and employee welfare, a noticeable research gap exists. Existing

literature, while insightful, often falls short of providing a nuanced understanding of the importance of consultation on employee welfare. Most existing studies focus on improving employee welfare and its organizational impact. Few studies focus specifically on consultation as an important factor of good employee welfare in the modern days. In addition, there is less literature on the intricate relationship between consultation and its significance to the employees and the organization. Therefore, a more specific examination becomes apparent.

**Table 1:** Presentation of the Research Gap

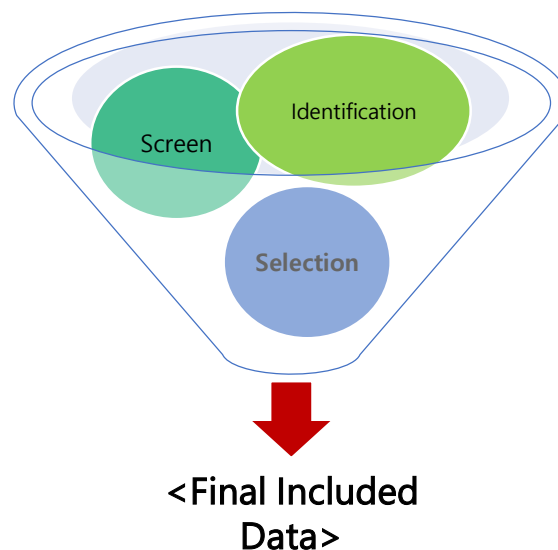
Necessity to Conduct the Present Research	Used Past Resources to Indicate the Research Gap
<p>Existing literature, while insightful, often falls short of providing a nuanced understanding of the importance of consultation on employee welfare. Most existing studies focus on improving employee welfare and its organizational impact</p>	<p>Edmans et al. (2023), Pradhan and Jena (2017), Griffin et al. (2020), Harvey (2014); Diamond (2016), Bakker and Demerouti (2017), Schaufeli (2017), Beaudry et al. (2016), Beaudry et al. (2016), Bakker and Demerouti (2017), Lesener et al. (2019), Taft et al. (2013), Bakker and Demerouti (2018), Milkovich et al. (2014), Tims et al. (2013), Jelani and Nordin (2019), Stanciu et al. (2016), Jelani and Nordin (2019). Keyton et al. (2013).</p>

### 3. Methodology

The guideline of the qualitative literature approach will be used systematically to conduct a thorough literature review on the importance of consultation for employee welfare. This method guarantees the literature review process will be transparent, rigorous, and reproducible (Forman & Damschroder, 2007; Kim & Kang, 2022)

The first thing is the identification of databases, search terms, and filters. A thorough search will be conducted across respectable academic databases, journals, and pertinent sources using keywords and controlled vocabulary about consultation, employee welfare, and related concepts. Search terms to be used include "consultation," "employee welfare," "workplace well-being," and other related terms. The exclusion criteria include all research and review articles published in English within the last ten years. The PRISMA approach guides a methodical process for identifying and removing relevant studies from the methodology (Sohrabi et al., 2021; Page & Moher, 2017). After a preliminary screening in which titles and abstracts are compared to predetermined inclusion and exclusion criteria, studies that meet the requirements advance to the subsequent stage.

The next step is full-text assessment, which verifies compliance with the research question and assesses the caliber of the methodology (Sarkis-Onofre et al., 2021; Page et al., 2021; Kang, 2022). Inclusion/exclusion criteria, such as publication in peer-reviewed journals, use of rigorous research methods, and relevance to consultation and employee welfare, guide the selection process. Data extraction captures key conclusions, techniques, and contextual information from the selected studies. When evaluating the methodological rigor, a quality assessment considers the sample size, data analysis techniques, and study design. Lastly, the synthesis phase amalgamates findings from selected studies, fostering a comprehensive understanding of the intricate relationship between consultation and employee welfare.



**Figure 2:** The Qualitative Literature Approach

### 4. Findings

#### 4.1. Effective Consultation Increases Productivity

The first significant benefit of effective consultation highlighted is its positive impact on productivity in the workplace. Based on several reports, such as the 2020 Connected Culture Report and research from McKinsey, the results consistently show a strong relationship between improved communication and higher productivity. According to the Connected Culture Report, based on a survey of more than 4,000 knowledge workers, 8.6% of respondents felt more productive after switching to remote work, and 71% said they felt more connected to their

coworkers. According to an earlier McKinsey report, well-connected teams have a significant productivity increase of 20–25%, highlighting the observable benefits of effective communication (Park & Kim, 2022; Kara et al., 2013; Boxall & Macky, 2014). These results are corroborated by a more recent McKinsey Institute study, which shows that workers who participate in thorough consultation will report increased output five times more than their counterparts.

In addition, findings from a Harris Poll study done on behalf of Grammarly highlight the agreement among knowledge workers (52%), and business leaders (72%) that improved team productivity has been a direct result of effective communication (Park & Kim, 2022). Furthermore, a significant proportion of knowledge workers and business executives recognize the beneficial effects of efficient communication on worker confidence and job satisfaction, underscoring the diverse advantages of consultation for the success of an organization.

#### **4.2. Effective Consultation Improves Engagement**

Effective consultation is a powerful driver for improving employee engagement within the organization's context. A crucial aspect of this enhancement is the inclusiveness promoted by consultation procedures, wherein staff members participate actively in decision-making and receiving information. Consultation fosters a sense of empowerment and ownership by giving workers a forum to express their thoughts, feelings, and concerns. Employees connect with this participatory approach because it makes them feel heard and valued, strengthening their bond with the company (Kim & Hong, 2023). Effective consultation also helps to create a common sense of direction and purpose among employees by guaranteeing that organizational decisions reflect their expectations and aspirations. A positive feedback loop is created when organizational goals and employee viewpoints coincide, strengthening commitment and engagement (Guzak & Kang, 2018).

A recent report by The State of the Global Workplace underscores the significant expense incurred worldwide by disgruntled employees. It stresses the significance of communication, especially for leaders who must effectively communicate corporate strategy and internal values. The report emphasizes how crucial it is to have open lines of communication when addressing issues related to remote work and generational differences. Additionally, as recommended by Gallup, meaningful, one-on-one talks between managers and staff members serve as a channel for understanding personal objectives and well-being, which boosts employee engagement and satisfaction (Kang & Lee, 2021; Bedarkar & Pandita, 2014). Simply put, good consultation gives workers a voice in decision-making and

makes organizational strategies match employee expectations, creating an environment of open communication that is the cornerstone of increased engagement.

#### **4.3. Effective Consultation Increases Employee Retention**

The third noteworthy advantage highlights the positive impact that good consultation has on staff retention, particularly in light of the ongoing "Great Resignation" phenomenon (Kang & Hwang, 2022; Reb et al., 2014; Chughtai et al., 2015). The reality of this trend is demonstrated by Microsoft's 2022 Work Trend Index and a recent Gallup study, which found that a sizable portion of workers—particularly Gen Z workers—are considering changing jobs in 2023. According to Gallup, 59% of employees leave their jobs quietly, 23% think they are doing well at work, and 18% leave their jobs loudly, negatively impacting their employer's objectives. This pattern coincides with the wave of resignations in 2021 and 2022, highlighting how urgent it is for businesses to address the causes of employee attrition.

Existing studies consistently exhibit a crucial link between effective consultation, engagement, and employee retention. According to a 2004 survey of 50,000 workers from 59 international companies, motivated workers are much less likely (87%) to quit their jobs. Another study from the same period supports this conclusion, showing that highly engaged workers have a much higher retention rate than their disengaged counterparts (Zheng et al., 2015).

This correlation is further supported by the 2023 report by Achievers Workforce Institute, which reports that 79% of respondents are more likely to retain their job where they feel valued, supported, and cared for—even if the opportunity to earn a 30% higher salary elsewhere is presented. Effective communication techniques are closely linked to developing a culture of support and value, underscoring the importance of consultation in promoting employee retention in the face of obstacles. To put it briefly, organizations that place a high priority on effective consultation not only deal with the root causes of the Great Resignation but also foster a work environment where employees feel connected and valued, which in turn helps to increase retention rates in the face of frequent changes in the labor market (Das & Baruah, 2013).

#### **4.4. Effective Consultation Facilitates Trust**

The fourth important significance emphasizes how good consultation is essential to establishing trust in the workplace. According to a report by the Workforce Institute at UKG, 74 percent of employees any day opt for a

trustworthy employer, highlighting trust as a critical component. According to the survey, most employees and business leaders (63%) think trust should be earned rather than assumed (Kim & Hong, 2023). Ninety percent of survey respondents in India agreed with the statement, indicating that this sentiment is especially strong there. However, it is less common in Mexico, where only 37% of professionals believe trust must be earned. It is clear that there is a strong relationship between trust and good communication. Managers and employers can use this relationship to build stronger bonds with their workforce by improving communication.

The Workforce Institute report highlights the impact of low trust on employee performance. It shows that 22% of survey participants did not make referrals because they did not trust their employer, 24% quit their jobs because they did not feel their employer trusted them, and 68 percent perceived that low trust negatively affected their daily effort and productivity (Kim & Hong, 2023). Developing trust in the workplace calls for a complex strategy. The Workforce Institute found that when employees exhibit honesty and active listening skills, in addition to being good and reliable workers, they are viewed as trustworthy (Berry et al., 2011; Charalampous et al., 2019; Mathieu et al., 2014). On the other hand, when managers demonstrate dependability, honesty, and the capacity to offer constructive criticism, they are seen as trustworthy.

According to a third of employees in an Aconureses survey, a lack of honest and open communication harms employee morale, underscoring the importance of communication in building trust. This emphasizes how important good consultation is to developing a trusting workplace culture where workers feel respected, heard, and confident in the openness of corporate communication.

**Table 2:** The Findings of the Current Research

Role	Previous Works
Effective Consultation Increases Productivity	The results consistently show a significant proportion of knowledge workers and business executives recognize the beneficial effects of efficient communication on worker confidence and job satisfaction,
Effective Consultation Improves Engagement	Consultation fosters a sense of empowerment and ownership by giving workers a forum to express their thoughts, feelings, and concerns.
Effective Consultation Increases Employee	Existing studies consistently exhibit a crucial link between effective consultation and employee retention.

Retention	This correlation is further supported 79% of respondents are more likely to retain their job where they feel valued, supported.
4. Effective Consultation Facilitates Trust	The impact of low trust on employee performance. It shows that 22% of survey participants did not make referrals because they did not trust their employer, 24% quit their jobs because they did not feel their employer trusted them.

**Table 3:** Final Resource to Achieve the Research Aim

Necessity to Conduct the Present Research	Used Past Resources to Indicate the Research Gap
These four findings provide insightful information for practitioners looking to foster positive workplace cultures and improve organizational success.	Park and Kim (2022), Boxall and Macky, (2014), Kim and Hong (2023), Guzak and Kang (2018), Kang and Lee (2021), Bedarkar and Pandita (2014), Kang and Hwang (2022), Reb et al. (2014), Chughtai et al. (2015), Zheng et al. (2015), Das and Baruah (2013), Kara et al. (2013), Kim and Hong (2023), Berry et al. (2011), Charalampous et al. (2019), Mathieu et al. (2014)

## 5. Discussions

### 5.1. Implications for Managers

Every action has implications, and so does the significance of effective consultation. Employee welfare, productivity, engagement, and retention hold profound implications for practitioners seeking to enhance organizational success and cultivate a positive workplace culture.

First, foster open communication channels: The findings highlight how important open communication is to raising engagement and productivity. Practitioners ought to place a high priority on creating open, easily accessible channels of communication and promoting regular discussions between staff members and management. Town hall meetings, suggestion boxes, and feedback platforms can all play a key role in encouraging an open culture where workers feel appreciated and heard.

Secondly, practitioners should align consultations to address workplace stressors. It is imperative for practitioners to proactively identify and address workplace stressors, given the substantial positive effects of effective

consultation on stress reduction and overall well-being. Frequent check-ins, employee surveys, and targeted conversations can shed light on workers' difficulties. Whether these stressors are connected to work-life balance, communication problems, or other issues, developing customized consultation approaches to address them can help create a resilient and healthier workforce.

Thirdly, practitioners must prioritize employee development and recognition over traditional tangible awards. Given the favorable association between proficient consultation and individual and occupational advancement, practitioners ought to give precedence to the development and acknowledgment of their staff members. Developing skill development programs, recognizing accomplishments through frequent feedback sessions, and implementing mentorship programs can all help create an environment where workers feel supported in their career advancement, ultimately increasing engagement and retention.

Lastly, just as direct and simple as it seems, the implications of effective consultation in fostering trust suggest that practitioners should focus on building a culture where trust is valued highly. Honesty, attentive listening, and regular communication techniques should all be part of this transformation. Furthermore, leaders must exemplify dependable conduct, promote candid communication, and proactively solicit staff input during decision-making. Establishing and sustaining a culture of trust can greatly impact worker happiness, loyalty, and general well-being.

## 5.2. Limitations of the Research

While the study provides valuable insights into the significance of effective consultation for employee welfare, a few limitations could affect the credibility and reliability of the findings.

First, the study is descriptive, relying solely on historical information. Descriptive studies are useful for giving a thorough overview of a subject. Still, they are not designed with the experimental control present in research designs that are more intervention-focused. By using historical data, the study can extract lessons from previous events and organizational procedures. Though instructive, this retrospective method has built-in drawbacks. For example, the research might only cover the historical period being studied, which could leave out more recent advancements or modifications to organizational structures, employee expectations, or consultation procedures. Because workplace dynamics are dynamic and can change over time, it may not be possible to fully understand the relationship between employee welfare and effective consultation by focusing only on historical data.

Secondly, publication bias may exist. According to Ma et al. (2020), the existing studies used could potentially

exhibit a bias in favor of studies that report favorable outcomes regarding the influence of consultation on employee welfare. This is because research with conflicting or negative results may not be published or will be harder to find during a search. This means that the findings reported will show positive results and a correlation between employee consultation and improved welfare only while reducing or omitting the possibility of negative impacts in some situations and industries. Furthermore, most studies are conducted in developed countries, which might apply to other countries, especially with deep and different cultures and workmanship.

## 5.3. Conclusions

This research has illuminated the complex effects of consultative practices in organizational settings by analyzing the importance of effective consultation for employee welfare. Employee welfare, which encompasses social, mental, and physical well-being, is intertwined with the effectiveness of workplace consultation processes. The study has identified four main advantages: enhanced productivity, enhanced engagement, increased retention, and enhanced trust-building. These findings provide insightful information for practitioners looking to foster positive workplace cultures and improve organizational success. The dynamic and ever-changing nature of the modern workplace demands that employee welfare be approached strategically. The study emphasizes how important it is to prioritize employee development and recognition, have open lines of communication, address workplace stressors with customized approaches, and foster a culture of trust to accomplish these strategic goals. These practical implications for practitioners offer suggestions for cultivating an environment where employees' happiness, well-being, and engagement are prioritized.

It is important to acknowledge the limitations of the research while also appreciating the significance of the findings. There are limitations in capturing real-time dynamics and recent advancements in the field of employee welfare and consultation practices due to the descriptive nature of the study and its reliance on historical data. This emphasizes the necessity of using more dynamic research methodologies in the future to enable a thorough investigation of the changing connection between successful consultation and worker well-being. To sum up, efficient consultation is a strategic requirement that significantly affects workplace dynamics and goes beyond being just a formality in organizational communication. Employers emphasizing open communication, dealing with stress, supporting professional growth, and establishing trust can better establish work environments where employees flourish. The research's lessons can help practitioners

navigate the complexities of employee welfare as workplaces change, ultimately contributing to their organization's long-term success.

## References

- Bakker, A. B., & Demerouti, E. (2017). Jobdemands–resources theory: Taking stock and looking forward. *Journal of occupational health psychology, 22*(3), 273-285.
- Bakker, A. B., & Demerouti, E. (2018). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. In *Handbook of well-being*. Noba Scholar.
- Beaudry, P., Green, D. A., & Sand, B. M. (2016). There is a great reversal in the demand for skill and cognitive tasks. *Journal of Labor Economics, 34*(S1), 199-247.
- Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences, 133*(15), 106-115.
- Berry, L. L., Mirabito, A. M., & Baun, W. B. (2011). What's the hard return on employee wellness programs?. *Harvard business review, 89*(3), 20-21.
- Boxall, P., & Macky, K. (2014). High-involvement work processes, work intensification and employee well-being. *Work, employment and society, 28*(6), 963-984.
- Charalampous, M., Grant, C. A., Tramontano, C., & Michailidis, E. (2019). Systematically reviewing remote e-workers' well-being at work: A multidimensional approach. *European journal of work and organizational psychology, 28*(1), 51-73.
- Chughtai, A., Byrne, M., & Flood, B. (2015). Linking ethical leadership to employee well-being: The role of trust in supervisor. *Journal of Business Ethics, 128*, 653-663.
- Das, B. L., & Baruah, M. (2013). Employee retention: A review of literature. *Journal of business and management, 14*(2), 8-16.
- David, N. A., Coutinho, J. A., & Brennecke, J. (2023). Workplace Friendships: Antecedents, Consequences, and New Challenges for Employees and Organizations. In *Understanding Workplace Relationships: An Examination of the Antecedents and Outcomes* (pp. 325-368). Cham: Springer International Publishing.
- Diamond, R. (2016). The determinants and welfare implications of US workers' diverging location choices by skill: 1980–2000. *American Economic Review, 106*(3), 479-524.
- Edmans, A., Pu, D., Zhang, C., & Li, L. (2023). *Employee satisfaction, labor market flexibility, and stock returns around the world*. Management Science.
- Forman, J., & Damschroder, L. (2007). *Qualitative content analysis. In Empirical methods for bioethics: A primer* (pp. 39-62). Emerald Group Publishing Limited.
- Griffin, R. W., Phillips, J. M., & Gully, S. M. (2020). *Organizational behavior: Managing people and organizations*. CENGAGE learning.
- Guzak, J. R., & Kang, E. (2018). Culture, Competencies and Compensation: A Framework for Pay for Performance Incentives. *American Journal of Management, 18*(4), 33-48.
- Harvey, P. (2014). *Securing the right to employment: Social welfare policy and the unemployed in the United States* (Vol. 1030). Princeton University Press.
- Kim, J. H., & Kang, E. (2022). Qualitative Content Analysis: The Meaningful Association between the Extension of Sports Leisure Culture and the Spread of Wearable Devices. *East Asian Journal of Business Economics, 10*(4), 29-38.
- Jelani, F., & Nordin, N. S. (2019). Barriers to effective communication at the workplace. *Journal of Modern Language and Applied Linguistics, 3*(2), 7-18.
- Kang, E. (2022). Qualitative Literature Approach: The Historical Driving Forces in the South Korean Economic Growth1. *The Journal of Koreanology Reviews, 1*(1), 27-31.
- Kang, E., & Hwang, H. J. (2022). The feasible linkage between pay dispersion and job performance in the case of US retail sales workers. *Journal of Distribution Science, 20*(4), 111-119.
- Kang, E., & Lee, H. (2021). Employee compensation strategy as sustainable competitive advantage for HR education practitioners. *Sustainability, 13*(3), 1049.
- Kara, D., Uysal, M., Sirgy, M. J., & Lee, G. (2013). The effects of leadership style on employee well-being in hospitality. *International Journal of Hospitality Management, 34*(September), 9-18.
- Keyton, J., Caputo, J. M., Ford, E. A., Fu, R., Leibowitz, S. A., Liu, T., ... & Wu, C. (2013). Investigating verbal workplace communication behaviors. *The Journal of Business Communication, 50*(2), 152-169.
- Lesener, T., Gusy, B., & Wolter, C. (2019). The job demands-resources model: A meta-analytic review of longitudinal studies. *Work & Stress, 33*(1), 76-103.
- Ma, L. L., Wang, Y. Y., Yang, Z. H., Huang, D., Weng, H., & Zeng, X. T. (2020). Methodological quality (risk of bias) assessment tools for primary and secondary medical studies: what are they, and which is better? *Military Medical Research, 7*, No7.
- Mathieu, C., Neumann, C. S., Hare, R. D., & Babiak, P. (2014). A dark side of leadership: Corporate psychopathy and its influence on employee well-being and job satisfaction. *Personality and Individual Differences, 59*(March), 83-88.
- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2014). *Compensation*. McGraw-Hill.
- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology, 16*(1), 4.
- Page, M. J., & Moher, D. (2017). Evaluations of the uptake and impact of the Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA) Statement and Extensions: a scoping review. *Systematic reviews, 6*(1), 1-14.
- Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., ... & Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *International journal of surgery, 88*, 105906.
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at the workplace: Conceptual model and empirical validation. *Business Perspectives and Research, 5*(1), 69-85.
- Reb, J., Narayanan, J., & Chaturvedi, S. (2014). Leading mindfully: Two studies on the influence of supervisor trait mindfulness on employee well-being and performance. *Mindfulness, 5*, 36-45.
- Sarkis-Onofre, R., Catalá-López, F., Aromataris, E., & Lockwood, C. (2021). How to properly use the PRISMA Statement. *Systematic Reviews, 10*(1), 1-3.
- Schaufeli, W. B. (2017). Applying the job demands-resources



- model. *Organizational dynamics*, 2(46), 120-132.
- Sohrabi, C., Franchi, T., Mathew, G., Kerwan, A., Nicola, M., Griffin, M., ... & Agha, R. (2021). PRISMA 2020 statement: What's new and the importance of reporting guidelines. *International Journal of Surgery*, 88, 105918.
- Staddon, S. C., Cyclic, C., Goulden, M., Leygue, C., & Spence, A. (2016). Intervening to change behaviour and save energy in the workplace: A systematic review of available evidence. *Energy / 研究 & Social Science*, 17(July), 30-51.
- Stanciu, A. C., Condrea, E., & Zamfir, C. (2016). The importance of communication in quality management. *Ovidius University Annals, Economic Sciences Series*, 16(2), 393-396.
- Taft, M. K., Hosein, Z. Z., Mehrizi, S. M. T., & Roshan, A. (2013). The relation between financial literacy, financial well-being, and financial concerns. *International journal of business and management*, 8(11), 63.
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230-240.
- Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. *Journal of Organizational Behavior*, 36(5), 621-644.