A STUDY OF LITERATURE REVIEW ON EMOTIONAL WELL-BEING AND RETENTION OF EMPLOYEES WORKING AT MEDICAL REHABILITATION CENTRES

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ABSTRACT

Mental health problems among the workforce have increased, especially after COVID-19. Medical rehabilitation centres are facing a shortage of trained staff. With the growing workload and the need for more centres, the existing workforce is becoming exhausted. Addressing emotional well-being is crucial for retaining good employees. Job satisfaction, employee engagement, motivation and flexible working hours contribute to emotional well-being and job retention in medical rehabilitation centres. This article reviews the insights of various national and international scholars and researchers on this topic. The study also highlights the unfamiliar factors of emotional well-being and retention of employees that contribute to further research.

Keywords: Mental Health, Well-being, Job Satisfaction, Motivation, Covid-19.

1. INTRODUCTION

Rehabilitation centres help patients transition from hospital to home by providing care for various needs, such as post-surgery recovery, mental health, and managing multiple conditions. These centres have a team of doctors, nurses, therapists, and counsellors who work together to help patients regain their independence. Due to their challenges, staff need to be patient, empathetic, and resilient. It's important to support staff well-being to prevent burnout and ensure they stay in their jobs. Rehabilitation centres are essential for helping patients recover after medical events. Prioritizing the emotional well-being of employees fosters a more engaged, productive, and loyal workforce. Wellness programs are essential in today's scenario. Strategies to enhance emotional health include focusing on mental well-being, encouraging social connections, and promoting growth and development. Skilled human resources are essential for an organization to achieve its objectives efficiently. Organizations retain their skilled employees by offering multiple benefits and lucrative perks. In medical rehabilitation centres, the need for a skilled workforce is heightened due to increasing competition. To retain these employees, rehabilitation centres must provide emotional support.

2. OBJECTIVES OF THE STUDY

1. To study the reviews on factors influencing the emotional well-being of employees

2. to examine the reviews on the practices adopted for the emotional well-being of employees in select medical rehabilitation centres in the study area

3. to know the reviews on job retention strategies for the employees followed by the select medical rehabilitation centres in the study area

4. to analyse the reviews on employee satisfaction levels toward emotional well-being and job retention in medical rehabilitation centres in the study area and

5. to evaluate the problems and challenges of employees in select medical rehabilitation centres in the study area

3. REVIEWS OF LITERATURE

A. Antecedents of Employee Wellbeing in EW settings

Mehta Poonam (2021) in her research "Employee Well-being and Emotional Work: A Study of Civil Aviation Industry in North India " highlighted that work engagement and job satisfaction are crucial for enhancing employee well-being, especially in cases of burnout. She also noted that in India, emotional well-being in the workplace has not yet achieved significant recognition in terms of applicability and scope. Moreover, the measurement of predictors influencing employee well-being has received limited attention from researchers, particularly in EW settings. Additionally, there is a scarcity of studies in Indian literature that examine the antecedents of employee well-being in EW settings. The exploratory factor analysis results for work engagement revealed three factors: Vigor, dedication, and absorption. Among these sub-constructs, Vigor emerged as the most significant factor.

B. Thinking Orientation

In her 2023 research, "A Study of Emotional Well-Being as a Function of Age and Thinking Orientation amongst Professional and Non-Professional Working Women," Sarika Patel highlights the ongoing concern among practitioners and researchers regarding the assessment of emotional well-being. This study provides a standardized framework for evaluating emotional well-being. The findings indicate that women with a whole-brain thinking orientation demonstrate superior emotional well-being, which enhances their effectiveness as leaders due to their productivity and strong people-oriented skills. Policymakers can capitalize on these attributes by assigning more leadership roles to such employees. The research also reveals that thinking orientation has the most significant impact on emotional well-being, followed by professional status, while age does not influence emotional well-being

C. Emotional intelligence affects work-life balance

Indu G. Krishnan, in his 2017 study, "Impact of Emotional Intelligence on Work-Life Balance among Female Nurses Serving in Private Multispecialty Hospitals in Kerala with Special Reference to Ernakulam District", demonstrates that emotional intelligence

significantly affects the work-life balance of nursing professionals. The study found a strong positive correlation between emotional intelligence and work-life balance, indicating that higher emotional intelligence greatly enhances work-life balance. Key factors influencing work-life balance include emotional intelligence, salary, working hours, unit of work, designation, work experience, educational qualification, number of children, number of family members, and type of family. The study also revealed that demographic variables impacting emotional intelligence are the number of children, educational qualification, designation, unit of work, and salary. However, age and work experience did not affect the emotional intelligence of female nursing professionals. License affects work-life balance

Leila Karimi et al., in their 2021, "Emotional Intelligence: Predictor of Employees' Well-being, Quality of Patient Care and Psychological Empowerment", discuss the significant role of Emotional Intelligence (EI) in enhancing work performance. The research indicates that higher EI is linked to improved psychological well-being and increased positive emotional states. Additionally, EI training can foster a sense of meaningfulness at work and contribute to overall happiness. The aged care industry faces substantial challenges, including staff retention, recruitment, and the quality of patient care. This study emphasizes the importance of non-clinical skills, such as EI, alongside clinical skills, for improving the quality of care in the aged care industry and enhancing psychological empowerment and well-being.

In their 2024 article, "Emotional Intelligence and Stress among Bank Employees," Vajih Ashhar asserts that there is a significant difference in stress levels between employees with high emotional intelligence (EI) and those with low EI. Employees with high EI experience less stress compared to those with low EI. Additionally, the study found that employees of private banks experience more stress than their counterparts in government banks.

D. Wellness to more comprehensive well-being:

Kalsang Tshering (2022) has studied "Emotional Well-being and the Healthcare Care Workforce: A Review" and propounded that the importance of wellness within healthcare systems has long been acknowledged. However, as the focus shifts to the long-term healthcare workforce, organizational approaches are evolving to move beyond the narrow view of adverse events and traditional human resources programs. Amid the urgency to address these challenges, the current landscape presents an opportunity to expand the concept from "wellness" to the more comprehensive "well-being" of the healthcare workforce. Studies have

shown that this broader approach can enhance productivity and retention at both organizational and workforce levels, making it a feasible trend to continue within healthcare systems.

Kelly Greenwood Anas 2021 in their paper "It's a new era for mental health at work" emphasized on the fact that the future of workplace mental health demands culture change with more vulnerability, compassion, and sustainable ways of working. The massive societal shifts underway have changed company cultures and employee perceptions of mental health.

E. Stress, burnout, and anxiety:

In their 2021 paper, "Prioritizing the Mental Health and Wellbeing of Healthcare Workers: An Urgent Global Public Health Priority," Lene E. Sovo, John A. Nuslund, Antonis A. Kousolis, et al. highlight that healthcare workers across various health systems are experiencing significant stress, burdens, and mental health challenges due to their work. The authors emphasize that world leaders and decision-makers must recognize the critical importance and value of investing in the mental health and wellbeing of the healthcare workforce.

In their 2022 study, "Analysis of Work-Related Factors, Behaviour, Well-Being Outcome, and Job Satisfaction of Workers of Emergency Medical Service: A Systematic Review," Beatrice Theilmann et al. highlight that emergency medical services (EMS) personnel, who play a crucial role in patient care, face unique workloads. Given the current shortage of skilled workers, which varies both nationally and internationally, it is essential to provide EMS personnel with special protection. Implementing workplace health promotion measures and raising awareness of these measures among EMS personnel is vital. Future research should focus on the effectiveness of preventive interventions. Additionally, enhancing employee motivation and leadership training is recommended. Technical measures to reduce stress, such as securing ambulance vehicles in cases of violent patients or relatives and using electro-hydraulic stretchers, should also be prioritized.

Billie Hunter et al. (2019) highlighted that many UK midwives are experiencing high levels of stress, burnout, anxiety, and depression, which is a serious concern for the profession and its leaders. NHS-employed clinical midwives are particularly at risk of emotional distress, which has significant implications for the delivery of high-quality, safe maternity care. Alarmingly, younger, recently qualified midwives and those who self-reported a disability recorded some of the highest scores for burnout, stress, anxiety, and depression. There is

considerable scope for change within the service. To help sustain their emotional well-being, proactive support should be provided to younger, recently qualified midwives and those with disabilities.

F. Supportive workplace environment and motivation:

Shakeel Akhtar et al (2017) researched "The Impact of Workplace Incivility on the Psychological Wellbeing of Employees through Emotional Exhaustion" and found that the negative outcomes of workplace incivility affect both employees and their managers equally. Organizations should focus on developing anti-incivility policies. HR managers should organize training programs to raise awareness about incivility behaviours and the appropriate channels for reporting them. Comprehensive policies should be implemented to foster a supportive workplace environment and culture, enhancing employees' voice behavior, loyalty, and commitment to the organization. This study directly identifies and addresses the challenge of workplace incivility regarding psychological well-being, prohibitive voice behaviour, and turnover intention.

Eva VORMA, Liga KAMOLA, Janis CAUNE in their article "Factors Affecting Well-being of Employee: An Empirical Study of Manufacturing Companies" explained that research in both scientific and employee satisfaction fields increasingly shows that well-being extends beyond just remuneration and is not the sole motivator. Employee well-being encompasses a balanced workload, a safe working environment, work-life balance, and physical and mental health, all of which are fundamental to employee motivation and productivity. These aspects of well-being are essential needs that must be met. Consequently, one of the greatest challenges for business management in today's rapidly evolving world is to maintain company competitiveness and profitability while ensuring employee well-being. In everyone's life, emotional well-being is one of the dimensions that contribute to overall health and well-being. Emotional well-being, or emotional health, involves having the knowledge and skills to recognize personal feelings and the ability to manage these emotions effectively.

G. Psychological factors impacting well-being:

Farah Shazlin Johari &Rosmini Omar (2019) has explained in their research titled "Exploring Factors Impacting on Psychological Well-Being of Health Care Workers" that Factors influencing the occupational well-being of experienced nurses include internal career expectations and occupational values, external occupational recognition, family support, work

environment, and occupational planning and payment. In particular, the researcher revealed several factors related to the well-being of healthcare workers, including occupational stress, work engagement, authentic leadership, social support, and others.

Richa Aryan & Deepika Kathuria's (2017) research on "Psychological well-being at workplace: an analytical study on the IT sector" aims to provide a nuanced understanding of employees experiencing depression often face fatigue, physical discomfort, emotional stress, and a decline in performance, which can lead to increased absenteeism. Numerous studies have established a significant relationship between psychological well-being and work performance. This study finds that while there are differences in well-being between male and female employees in IT companies, age does not impact employee well-being. Factors such as the warmth of relationships, management's treatment of employees, motivation levels, self-confidence, and ambition influence employee well-being. For a fulfilling professional life, workplace well-being is crucial. To enhance well-being, employees should engage in activities like recreation, meditation, yoga, or simply taking a good holiday. These practices can foster efficacy, hope, optimism, and resilience among workers. Enhancing workplace well-being accelerates performance and profitability by ensuring employees are psychologically healthy and happy.

H. Retention of employees

Factors that contribute to employee retention:

Sharma Vedika (2017) in her research on "Retention strategies with reference to job satisfaction" stated that five key factors significantly contribute to employee retention in IT companies: job characteristics, working environment, interpersonal relationships, career growth and development, and management behaviour. A constructive, optimistic, and significant correlation has been found between job fulfillment and employee retention in IT companies. The study also revealed that the demographic factors of respondents significantly impact job satisfaction. Additionally, there is a notable gap between employees' expectations and their perceptions of job satisfaction factors in IT companies. This gap is a concern for employers when developing strategies to attract new talent or retain existing employees by increasing their satisfaction levels.

Sudheendra Rao, L.N (2014) in his study on "Employee Retention Strategies in IT Industry: A study of select IT companies in Bengaluru" has emphasized that the three Rs of

employment—Recruiting, Retention, and Retraining—are particularly relevant in high-tech industries. It's clear that recruiting efforts and expenditures are largely wasted if a company cannot retain its staff. An important strategy is to begin retention efforts during the interview stage. Most companies focus on selling themselves and their benefits to potential hires. As the competition for critical talent intensifies, organizations need to rethink how they manage their workforce. First, they should identify the segments of their workforce that drive current and future growth. Instead of focusing solely on metrics and outcomes like "acquisition" and "retention," they should prioritize what employees care about most: developing their capabilities, engaging in work that captures their interest and passion, and connecting with people who help them achieve their goals. By concentrating on these three areas, attraction and retention will naturally follow.

Chawana Anderson (2020) in his study on "Strategies to Retain Employees Within an Organization Strategies to Retain Employees Within an Organization" has emphasized on Employee-Employer relationships play a crucial role in employee retention and highlighted that these relationships can be either informal or formal. When organizational leaders implement clear communication strategies, employees become aware of their work goals and their leaders' expectations. This clarity makes employees feel more valued and increases their likelihood of staying in their positions. Additionally, clear communication encourages employees to share innovative ideas with organizational leaders.

I. Job Satisfaction and Employee Retention:

Dandwani Divya (2022) researched "A Comparative Study of Job Satisfaction and Employee Retention between Selected Public and Private Sector Banks in Chhattisgarh" and emphasized that a friendly work environment, an effective grievance redressal mechanism, opportunities to utilize skills and abilities, and improved superior-subordinate relationships are some benefits that can encourage employees to perform better. Therefore, it is concluded that organizations, whether in the public or private sector, should focus on providing comprehensive benefits. The degree of job satisfaction is a crucial and reliable indicator of employee retention. An organization's long-term health and success hinge on its ability to retain skilled employees. Employees are among the most vital and dynamic resources, as their knowledge and skills are essential for gaining a competitive edge in today's business environment. Moreover, employee turnover is a costly issue, consuming significant effort, money, and energy. Every resignation

saved is money earned. Therefore, companies should develop strategies to strengthen the work environment, boost employee morale, and enhance job satisfaction.

Karin Anne Peter ChristianVoierol& ET al 2024 in their article "Factors associated with health professionals' stress reactions, job satisfaction, intention to leave and health-related outcomes in acute care, rehabilitation and psychiatric hospitals, nursing homes, and home care organizations" proposed that there lies importance for good work-life balance, actively managed career development of staff, and increasing staff commitment to the organization's wellbeing. Effective, evidence-based, and inter-professional programs are important to support stressed young professionals at work and improve their role during the transition.

J. Effective HR strategies:

Dr.RichaKhushgal(2023) in her research on "Organizational strategies for employees retention in emerging environment" stated that in the survey of 414 respondents conveniently selected from some selected healthcare units of Uttarakhand, the present study found work load, their personal reasons several factors contributing to employee turnover, including workload, personal reasons, lack of career opportunities, the desire to join family, poor promotional prospects, insufficient salary, high stress levels, work hours or shift work, low job security, and the pursuit of other career goals or better career advancement and training opportunities. Organizations can retain their employees by implementing effective HR strategies focused on employee retention. Employee retention involves implementing policies and practices that encourage employees to remain with an organization for an extended period. When fully trained employees leave, the organization incurs significant losses. To prevent this, organizations offer various incentives and competitive benefits, such as a better work environment, health and life insurance, bonuses, stock options, and retirement plans, to keep employees happy, satisfied, and motivated.

LuyoloMahlangabeza (2022) did research on "Retention of Public Service Rehabilitation Staff: An Empirical Study" and found that to avoid wasting time when recruiting new or replacement staff and to ensure all vacancies are filled promptly, recruitment processes should be streamlined. This involves reviewing the recruitment process to identify and eliminate bottlenecks, making it more efficient. Staff planning should also be aligned with the operational demands of the population. Conducting internal surveys on job satisfaction for rehabilitation employees is recommended to highlight and address facility-specific issues. Management should implement optimal workload management practices to ensure an even distribution of

tasks and to monitor staff well-being. Regular wellness activities and programs are recommended to help staff cope with work expectations. Additionally, attention should be given to the infrastructure of various facilities to ensure they can support an appropriate and efficient rehabilitation service package.

K. Corporate social initiatives as retention strategy:

Diwakar Singh (2019) in his research on "A Literature Review on Employee Retention with Focus on Recent Trends" propounded that employee turnover is a significant issue, prompting substantial efforts to retain staff. When an employee leaves, they take with them the organization's culture, values, and skills, which competitors can exploit—something no company desires. Given the high cost of replacing employees, it is more beneficial to retain current the concept of the gig economy is also gaining attention, with companies offering short-term contracts and independent work.In a highly competitive environment, companies face challenges such as a shortage of talented employees and managing a diverse workforce, which may include an aging population, cultural diversity, and varying gender dynamics.

4. RESEARCH GAP

After reviewing various national and international studies, it is observed that research has been conducted on different aspects such as employee well-being in the manufacturing sector and civil aviation industry, and employee retention strategies in the automobile and IT industries. Some studies have also focused on employee retention strategies in healthcare. However, very few studies have been conducted on rehabilitation centres, especially medical recovery rehab units. In February 2017, the WHO launched 'Rehabilitation 2030: A Call for Action,' highlighting the urgent need for more medical rehabilitation units to meet the growing population of India. This has led to increased stress and burnout among the skilled staff of rehabilitation centres. It is also observed that there is a significant gap in studies on the emotional well-being and job retention of employees in rehabilitation centres. Organizations are increasingly focusing on emotional well-being, a trend reinforced by the pandemic. A supportive work environment fosters job satisfaction and retention. Organizations recognize emotional well-being as a key driver of productivity, performance, job satisfaction, and retention.

5. CONCLUSION

It's evident that mental health plays a crucial role in today's world. Emotional well-being encompasses not only physical stress but also the state of mental health and how employees manage stress. Employees with sound mental health and emotional well-being can perform their jobs efficiently, which in turn helps organizations retain talented individuals. Retaining talented employees helps organizations maintain their unique culture. Organizations should shift from focusing solely on wellness to a more comprehensive approach to well-being. A supportive work environment, strategies to overcome stress and anxiety, employee engagement, and benefits are key markers for retaining employees. Organizations are increasingly focusing on emotional well-being, a trend reinforced by the pandemic. A supportive work environment fosters job satisfaction and retention. Organizations recognize emotional well-being as a key driver of productivity, performance, job satisfaction, and retention.

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