

Employee Well-being Help to Put Workers Front and Center: The Career Initiatives Priority for Generation Z at Workplace

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Abstract

The S of ESG has received much attention due to the global Covid-19 pandemic situation. The social dimensions in employment which once were ignored or left unattended are now getting traction among Gen Z who will represent a large portion of the workforce. Organizations that are going to recruit new employees should know that Gen Z values health and wellness in the workplace. This generation is driving the change they want to see in the world. They are becoming more politically involved, making a conscious effort to ensure they spend their money with companies that reflect their values and pushing for change on societal issues. Organizations have to rethink their hiring strategy if they intend to attract the best talent. One of the priorities for this generation is an environment that promotes a healthy holistic employee well-being environment. For this to be achieved, many fundamental indicators need to be studied. Person-job (P-J) fit concerning the role and Person-Organization (P-O) fit concerning the culture are instrumental for the newly hired employees to thrive in their careers. When they are mismatched, their well-being will be affected. This could in turn lead to unmotivated interest at work, disengagement, and high turnover. The study is carried out to identify what matters most to this generation. The findings were conclusive that for better employment strategy, organizations must be well prepared to recruit an energetic workforce. It can be done by developing strategic employee programs that include the latest wellness initiatives, creating dynamic job flexibility, relevant job proficiency, better leadership, and a well-connected employee network.

Keywords: Employment, career planning, skills development, employee wellbeing

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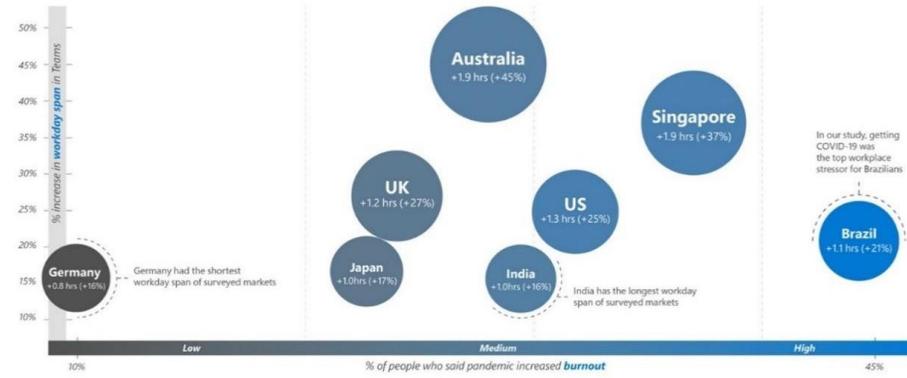
Introduction

The workforce demographic is changing as the old guards start to retire and are gradually replaced by the younger generations. Generation Z has started entering the workforce. As they are those that are born between 1997 to 2012, the oldest of them is only 26 years old as of 2023. Those within this age group have just started their life-long journey of employment. Currently, almost a third of Singapore's resident population are Gen Z, all having the expectations of employers to make themselves highly competitive against artificial intelligence and automation, while also having the wisdom to appreciate traditional values and remain humble, making the workplace highly intimidating (Francis, 2022).

Unfortunately, the fresh graduates from Generation Z had entered the workforce during such economic distress, experiencing uncertainty in the employment market with the stressors of COVID-19, the lingering memory of the 2007-2008 financial crisis, and for some, the troublesome period stemming from the 1997 Asian financial crisis. Even though young job-seekers from every generation had suffered financial obstacles during the early stages of their life-long employment, Generation Z had suffered a variety of complex issues, including rising inflation that exceeds the salary growth, career uncertainty and the job isolation during COVID-19 (Tacadena, 2017). Unsurprisingly, De Guzman (2021) stated that the highest concerns of Gen Z globally, particularly those in Singapore, revolved around job security, job opportunities, personal wellbeing, and personal mental health. According to De Guzman (2021), various studies from large organizations have identified that Singaporean Gen Z and Millennial workers are experiencing symptoms of anxiety, burnout, and stress, contributing to their acknowledgement and consciousness of their mental health.

Well-being can be considered as a personal perception of feeling well during any particular dilemma. The notion of well-being finds its origins in two fundamental terms such as being pleasingly or properly (Suh, Diener & Fujita, 1996). In ancient times, these two terms were referred to as 'eudaimonia and hedonia', which is also commonly known as psychological well-being or happiness (Rothausen, 2013). In the domain of public administration, well-being is a rather distinct theme, nonetheless, the well-being of employees is of specific interest to this research. Several scholarly papers tackle the issue of employee well-being and its significance. According to another study conducted by

Fisher (2003), it was posited that happy employees tend to be productive. Subsequently, a study executed by Rothausen (2013), argued that well-being within the workplace is critical as it enables one to have a feeling of doing meaningful work and they admire it. This kind of feeling tends to improve engagement at work, motivation, and other outcomes associated with a job.



Source: Microsoft. Data reflects workday span in Microsoft Teams from January to August 2020. Harris Poll survey commissioned by Microsoft in August 2020 among 6,165 total adults ages 18+ who are information and frontline workers across Australia, Brazil, Germany, Japan, India, Singapore, UK, and US.

Disclosure: Microsoft takes privacy seriously. We do not use personal data, organization identifying data, or customer content to produce data visualizations.

Figure 1. Employee Well-being and Burnout from the Pandemic.

Source: Spataro (2020)

Another workplace training company TalentLMS conducted research in 2022 and found that 82 percent of Gen Zers surveyed want mental health days, 77 percent consider it important that their company supports diversity, equity, and inclusion efforts, and 74 percent would opt for either hybrid or remote work (Casic et al., 2022). After an unsatisfactory salary, burnout and lack of work-life balance were the number one reasons they quit.

In the theoretical concept, well-being emphasizes the importance of accomplishing individual needs through various means. Employee workplace well-being is the overall quality of experience of an employee that can improve organizational effectiveness (Li et al., 2021). Being well means an individual is functioning as a complete person coupled with the highest potential available. Well-being is a desire for all humans to accomplish. The feeling experienced through optimal well-being is a state of greatness. This is aligned with Sustainable Development Goal(SDG) #3: Good Health and Well-being.

From a conventional point of view, employee well-being has been conceptualized and evaluated by the way employees assess their lives or jobs with diverse physiological and psychological indicators of health or strain. This defines a key domain of inquiry within applied psychology. Indicators of well-being that are evaluative like job satisfaction forecast work behaviors that are significant for effectiveness within organizations, while lowering the rate of stress and enhancing employees' health, but with significant implications on cost (Hilary & Sumisha, 2022). However, the advantages of understanding employee well-being extend over effectiveness and considerations of cost. For instance, getting an idea about what individuals and organizations could do to augment work-related well-being is a worthy cause as it could result in the development of practices and programs that eventually boost the quality of life, which, on its own is a major societal outcome.

Research Objectives

The study of employee well-being needs to be guided by research objectives. This helps to define the specific aspects of the research question or problem that the study aims to address. This makes it easier to design a study that is focused and relevant. Research objectives help to determine the research design, including the research methods, data collection techniques, and sampling strategy. This ensures that the study is structured and efficient. The objectives of this research are:

1. To analyze the impact of dimensions of career initiatives on employee well-being.
2. To analyze the impact of dimensions of career initiatives on person-job fit.
3. To analyze the impact of dimensions of career initiatives on person-organization fit.
4. To examine the impact of dimensions of career initiatives on employee well-being when mediated by person-job fit and person-organization fit.
5. To examine the impact of dimensions of career initiatives on employee well-being when moderated by gender, age, and educational institution.

Contribution of Study

It is envisioned that an employee well-being policy will be devised so it can be adopted by all organizations and at the same time provide the most conducive work environment. Currently, the Health Promotion Board in Singapore has a division that looks after workplace programs. There is no

specific policy that looks at mental well-being. The study also aims to provide some guidelines on implementing innovative ways to implement better employee well-being initiatives. Addressing mental health problems requires intervention across many different sectors including health, social welfare, education, justice, and employment to name just a few (Bhugra et al., 2018). It is not only dependent on the workplace to play the primary role.

Literature Review

The concepts of career initiatives, person-organizational fit (P-O), person-job fit (P-J), and employee well-being will be defined. Conceptual framework and hypotheses are provided.

Independent Variable: Career Initiatives

The independent variables for this study are determined as career planning and skill development. These variables when changed can help to determine the impact and outcome of the study.

Influence of Career Planning on Employee Well-Being

A study was conducted by Rizanuddin (2020), to investigate the influence of career planning, organizational culture, and leadership on the effectiveness of employee work. Career planning was identified as having a positive and significant impact on the effectiveness of work done by employees, while leadership had a significant and positive impact on the work effectiveness of employees. Another study executed by Valickas and Pilkauskaite-Valickiene (2014), aimed to verify how career competencies (including career planning) were associated with subjective well-being among employees from the public sector. A cluster analysis was conducted which indicated four diverse groups of employees as per their perceived career competencies. Based on post-hoc multiple comparisons, it was indicated that the subjective well-being of employees from positive clusters was higher as compared to employees from negative clusters.

Influence of Skill Development on Employee Well-Being

Skills development is an essential importance to the Decent Work Agenda and the promotion

of productive employment. Employability skills form one of the 31 Workforce Skills Qualifications (WSQ) frameworks supporting worker training at the ‘worker’, ‘supervisory’, and ‘managerial’ levels (Sung et al., 2013). Skills can increase performance, minimize errors, and promote collaboration with co-workers, enabling employees to perform their roles more effectively. Data skills have been identified as one of the most important in a phase of disruption. Organizations are increasing their dependence on data analytics and business intelligence to stay ahead of the curve. NTUC LearningHub (2020) stated their findings, unveiling that the lack of data skills can contribute to employee burnout from the formulation of negative sentiments.

Mediating Variables

The mediating variables identified in this study are hygiene factors and referred to as the following:

Table 1. Person-Job Fit and Person-Organization Fit.

Person-Job Fit	Person-Organization Fit
a) Job Proficiency	a) Organisation Leadership
b) Job Flexibility	b) Organisation Network
c) Job Loads	c) Organisation Identity

Person-Job (P-J) Fit Theory

Person-job (P-J) fit focuses on the extent to which there is congruence between the individual's qualities, the job requirements, and what the job offers. Much interest exists in diverse types of fit between workplaces and potential candidates (Kristof-Brown, Zimmerman & Johnson, 2005; Kristof-Brown & Guay, 2011; Yu, 2014). The notion of fit has its origins within interactional psychology and concentrates on person-situation interaction (Edwards, 1991). Perceptions of fit usually are termed as the balance between the interest of an individual and what is being offered by the job and the organization. This results in the development of a P-J fit. The focus of P-J fit only focuses on the balance between a candidate and the particular job environment (Yu, 2014). In general, P-J fit is associated with vocational inclinations, which refer to job interests. P-J fit corresponds with an employee's skills and the demands of work-related tasks. Research conducted in the past has indicated that employees tend to have a higher level of well-being and function better if their job matches their skills and abilities (Ohlsson, 2018). People choose and keep employment depending on the traits of the work that they find appealing (i.e., pay, securities, scheduling). As a result, researchers studying P-J fit have broadened the definition of P-J fit to encompass both demands abilities fit and requirements supplies fit. Consequently, P-J fit refers to both the degree to which people believe their requirements are satisfied by their job supply and the degree to which they believe their talents and job demands match each other.

Person-Organization (P-O) Fit Theory

The Person-Organization (P-O) Fit Theory is the notion that defines the compatibility between people and organizations. In general, employees who are well-suited for their positions will be more motivated and more productive. This will create a positive impact on morale and benefit the organization's bottom line. P-O fit has been identified as a key prerequisite for employee well-being (Brandstätter et al, 2016). The fit between the workplace and the employee is robust when the preferences, desires, and needs of an employee are fulfilled by an organization. P-O fit can be viewed as a match between an employee and an organization on the whole, rather than to a particular task or job. Due to various conceptualizations and operationalizations, the definition of P-O fit is a rather complex subject. Most academics define P-O fit broadly as that of the compatibility between people and organizations. However, as Kristof- Brown (1996) notes, there are several alternative ways to think about compatibility, leading to two distinct views on P-O fit. First, a difference between supplemental

and complimentary fit is made in the P-O fit perspective. P-O fit addresses the question of whether an individual fits in a particular organization, defined as the alignment between an individual's value system and the culture and values of the organization (Bretz, Ash & Dreher, 1989). When an individual and an organization share similar values, can meet each other's needs, and exhibit congruence between important outcomes for the individual and organizational characteristics, person-organization (P-O) fit is achieved.

Dependent Variable: Employee Well-being

The five key dimensions of a job that can influence employee well-being have been identified including autonomy, skill variety, task significance, feedback, and task identity. It is important to identify job characteristics and how they impact the job satisfaction of an employee within an organization. The positive impact created with the existence of job satisfaction is believed to be strengthening and acts as an incentive for an employee to continue to execute the assigned task, thereby making a contribution towards effectiveness within an organization. A large volume of research has lent support to the validity of the job characteristics model (Price & Mueller, 1986), as the extent to which a job needs an array of diverse activities in executing a work, which includes the use of several talents and skills of the employee. It has been stated by Coelho and Augusto (2010), that task identity motivates the feeling that the job is worthwhile and meaningful, thereby encouraging an employee to work smartly. Hackman and Oldham (1975) have defined task significance as the level to which a job has a significant impact on the work or lives of individuals whether in the external environment or the immediate organization. It has been further elucidated by Hackman and Oldham (1975), that autonomy is the extent to which a job offers freedom, discretion, and independence to employees in scheduling their work and also to determine processes that need to be utilized in its execution.

Person-Job Fit, Person-Organization Fit, and Employee Well-being

There is not much clarity on how person-job (P-J) fit and person-organization (P-O) can mediate well-being among employees, particularly in a disruptive scenario such as the COVID-19 pandemic. Research conducted in the past in this domain has largely focused on the positive effects of person-job (P-J) fit and person-organization (P-O) fit on employees' work attitude, innovative behavior, and job satisfaction (Cai et al., 2018; Lim et al., 2019; Tang et al., 2021). Not much has been said about how it influences well-being. Researchers have not given much thought to the consequences of the

hypothesized relationships between work-life balance, person-job fit, working circumstances, and emotional organizational commitment via the intermediary nature of job satisfaction. The findings from a study conducted by Chen, Jilili, Wang, Liu, and Yang (2022), revealed that P-J fit has had a significant impact on overall health and depression. In addition, P-J fit could particularly prove to be of significance to domestic employees, given their abysmal working conditions, extended working hours and comparative lack of education, exposes them to the susceptibility of poor health, depression which impacts their well-being on the whole.

Moderating Variables

This study is aimed at all possible factors that need to be considered. The P-J fit, and P-O fit can justify an individual's attributes and surroundings by increasing positive emotions, attitudes, and behaviors (Memon, Salleh, & Baharom, 2014). Gender, age and educational institution are considered.

Conceptual Framework

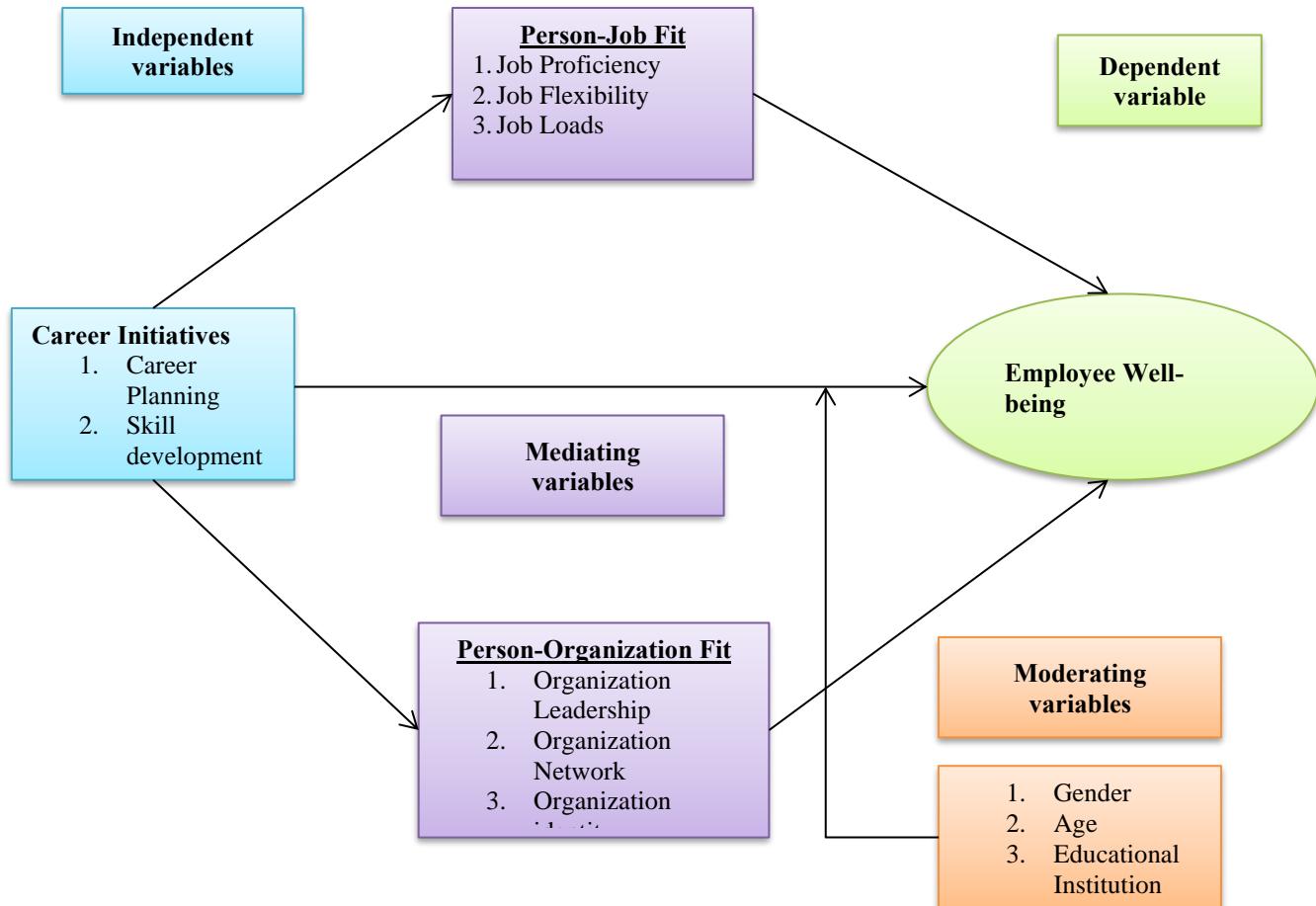


Figure 2. Conceptual Framework.

Hypotheses

The following are the assumed hypotheses based on the conceptual framework:

H1a: Career planning has a positive and significant impact on employee well-being.

H1b: Skill development has a positive and significant impact on employee well-being.

H2: Career planning has a positive and significant impact on person-job fit

- H2a: Career planning has a positive and significant impact on job proficiency.
- H2b: Career planning has a positive and significant impact on job flexibility.
- H2c: Career planning has a positive and significant impact on job loads.

H3: Skill development has a positive and significant impact on person-job fit.

- H3a: Skill development has a positive and significant impact on job proficiency.

- H3b: Skill development has a positive and significant impact on job flexibility.
- H3c: Skill development has a positive and significant impact on job loads.

H4: Career planning has a positive and significant impact on person-organization fit.

- H4a: Career planning has a positive and significant impact on organizational leadership.
- H4b: Career planning has a positive and significant impact on the organization's network.

- H4c: Career planning has a positive and significant impact on an organization's identity.

H5: Skill development has a positive and significant impact on person-organization fit.

- H5a: Skill development has a positive and significant impact on organizational leadership.

- H5b: Skill development has a positive and significant impact on the organization's network.

- H5c: Skill development has a positive and significant impact on an organization's identity.

H6: Person-Job (P-J) fit has a positive and significant impact on employee well-being.

H7: Person-Organization (P-O) fit has a positive and significant impact on employee well-being.

H8a: Career planning has a positive and significant impact on employee well-being when mediated by person-job fit.

H8b: Skill development has a positive and significant impact on employee well-being when mediated by person-job fit.

H9a: Career planning has a positive and significant impact on employee well-being when mediated by person-job fit.

H9b: Skill development has a positive significant impact on employee well-being when mediated by person-organization fit.

H10a: Career planning has a positive and significant impact on employee well-being when moderated by gender, age, and educational institution.

H10b: Skill development has a positive and significant impact on employee well-being when moderated by gender, age, and educational institution.

Methodology

Several ethical aspects were considered with the application of ethical standards and principles. Participants in this current research were assured of anonymity and confidentiality by conducting the study with integrity and transparency. As stated by Quinlan, Baldwin, and Booth (2022), privacy principles and transparency were maintained throughout the research duration, and participants were unharmed. Informed consent was acquired in advance from the participants. Participants were also informed that their participation was voluntary, and they were at liberty to exit the process at any point, without having to give any specific reason. It was also ensured that no personal information was obtained from participants. Rather than using the personal information of participants, pseudonyms were used the data thus collected was secured on a cloud server, with only limited access. The participants were assured that the data will not be made available to any third party.

Subject of Study

The unit of analysis is individual. The planned is to reach out to the following groups that have direct relationship with the subject of study:

- a) Institute of Human Resource Professionals (IHRP)
- b) HR professionals in Singapore
- c) Alumni offices of the universities in Singapore.

The target audience is those who have recently graduated, they should fall in the category of Generation Z (those born between 1996 to 2015). They should have just been in employment for at least one year and should have less than a total of 3 years of work experience.

If the participant withdraws from the research, their information provided by the research participant will be deleted. If a participant changes their mind and no longer wishes to partake in data collection, they may stop filling out the questionnaire at any time without informing me and they are not required to complete the questionnaire. It will not be used for data analysis. I will have to find new research participants.

Indicators

Indicators are realistic and measurable criteria of project progress. They should be defined before the research starts. Indicators are monitored and evaluated to determine whether the research does what it said it would do.

- a) Physical Fatigue
- b) Mental Fatigue
- c) Emotional Fatigue
- d) Anxiety
- e) Social Functioning
- f) Vigor
- g) Dedication
- h) Absorption

Sample Size

Sample size is a count of individual samples or observations in any statistical setting, such as a scientific experiment or a public opinion survey. Though a relatively straightforward concept, choice of sample size is a critical determination in this research. The targeted respondents are those in the six public universities in Singapore. For this research only the top 3 universities are considered.

The number of graduates from these top 3 universities is huge year after year. Therefore, it is important that the number of people to be included in the research study can help to reflect a population. Studying an entire population of newly hired employees in Singapore is impossible. Therefore, to narrow down the sample size and only consider those who graduated in 2021 and who have obtained their first degree. Yamane's (1973) formula is used. It is represented by the formula:

$$n = N / (1 + Ne^2)$$

n: sample size
N: population size
e: allowable error (0.05)

The acceptable margin of error usually falls between 4 percent and 8 percent at the 95 percent confidence level. While getting a narrow margin of error is quite important, the real trick of the trade is getting that perfectly representative sample.

Table 2. Population Size and Sample Size from Top Three Universities in Singapore

Institution	National University of Singapore (NUS)	Nanyang Technological University (NTU)	Singapore Management University (SMU)
Number of graduates (N)	7,018	5,905	1,932
Sample size from the institution (n)	<u>378</u>	<u>374</u>	<u>331</u>

Results

The data was first put into an excel file and transferred into SPSS 25.0 version. The sample size taken for the study n=588. Internal consistency of the data computed through reliability analysis using Cronbach's alpha value. The analysis carried out was percentage analysis to find out the demographic information of respondents. Descriptive statistics are used to summarize the data. Variables are expressed as the mean \pm standard deviation (mean \pm SD). Correlation and Regression analysis were used to find the relationship between dependent and independent variables. The information gathered from questionnaires is presented below.

Table 3 below presents descriptive statistics for various aspects related to employee well-being. The statistics provided include the mean, standard deviation (SD), maximum (Max), and minimum (Min) values for each aspect.

Table 3. Descriptive Statistics

	Mean	SD	Max	Min
Career Planning	4.60	0.86	6.73	2.45
Skill Development	4.30	1.06	7.00	1.33
Person-Job-Fit	4.30	0.77	6.13	2.13
Person-Organization-Fit	4.38	1.00	7.00	1.80
Physical Fatigue	4.81	0.93	7.00	2.17
Mental Fatigue	4.38	0.82	6.50	2.33
Emotional Fatigue	4.20	0.91	6.83	1.83
Anxiety	4.14	1.03	7.00	1.67
Social Functioning	4.27	1.02	6.83	1.50
Vigor	4.63	1.03	7.00	1.33
Dedication	4.54	1.09	7.00	1.33
Absorption	4.29	1.28	7.00	1.00
Employee well-being	4.39	0.68	6.41	2.54

The average score for Career Planning is 4.60, indicating a moderately high level of satisfaction with career planning among the employees. A higher standard deviation suggests greater variability in responses. For instance, in "Absorption," the higher SD of 1.28 indicates a wider range of responses and potentially more diverse experiences among employees regarding absorption. The maximum and minimum values represent the highest and lowest scores observed for each aspect. They provide insights into the range of scores. The variable Vigor has the maximum value of 7.00 suggests that some employees reported a high level of vigor, while the minimum value of 1.33 indicates the presence of employees with relatively low vigor scores.

Table 4 presents the results of tests of normality for different aspects related to employee well-being. The tests used are the Kolmogorov-Smirnov test and the Shapiro-Wilk test. Tests of Normality

Table 4. Results of Tests of Normality.

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	p-value	Statistic	df	p-value
Career Planning	.071	588	.000	.990	588	.001
Skill Development	.086	588	.000	.986	588	.000
Person-Job Fit	.055	588	.000	.990	588	.001
Person-Organization Fit	.054	588	.000	.993	588	.007
Physical Fatigue	.071	588	.000	.991	588	.001
Mental Fatigue	.054	588	.000	.992	588	.004
Emotional Fatigue	.070	588	.000	.990	588	.000
Anxiety	.061	588	.000	.988	588	.000
Social Functioning	.050	588	.001	.993	588	.010
Vigor	.094	588	.000	.986	588	.000
Dedication	.092	588	.000	.983	588	.000
Absorption	.119	588	.000	.969	588	.000
Employee well-being	.032	588	.200*	.997	588	.422

The p-values for all aspects are less than 0.05, indicating statistical significance. This suggests that the data for each aspect significantly deviates from a normal distribution. Similar to the Kolmogorov-Smirnov test, the p-values for all aspects, except for "Employee well-being," are less than 0.05, indicating statistical significance. This suggests that the data for these aspects significantly deviates from a normal distribution. The Shapiro-Wilk test yields a p-value of 0.422, which is greater than 0.05. This suggests that the data for the "Employee well-being" aspect does not significantly deviate from a normal distribution. However, it is important to note that the Kolmogorov-Smirnov test still indicates significant deviation from normality for this aspect. Overall, the statistical interpretation of the test of normality table suggests that the data for most aspects related to employee well-being does not follow a normal distribution. This means that the assumption of normality may not hold for these aspects, and caution should be exercised when applying statistical methods that assume normality to analyze these data sets.

Table 5 presents the results of a reliability analysis for different variables. Cronbach's alpha is a

measure of the internal consistency of the items within a variable.

Table 5. Results of Reliability Analysis.

Variables	No. of items	Cronbach's alpha
Career Initiatives	14	0.625
Person-Job (P-J) Fit	8	0.240
Person-Organization (P-O) Fit	5	0.337
Employee Well-being	39	0.829

It ranges from 0 to 1, with higher values indicating greater internal consistency. In the table, Cronbach's alpha ranges from 0.240 to 0.829. Generally, a Cronbach's alpha value of 0.70 or above is considered acceptable for research purposes, indicating good internal consistency. In this analysis, "Career Initiatives" and "Employee Well-being" have relatively higher Cronbach's alpha values, suggesting better internal consistency among the items within these variables. On the other hand, "Person-Job (P-J) Fit" and "Person-Organization (P-O) Fit" have lower Cronbach's alpha values, indicating lower internal consistency among the items within these variables.

Overall, the statistical interpretation of the reliability analysis table suggests that "Career Initiatives" and "Employee Well-being" have relatively better internal consistency, as indicated by their higher Cronbach's alpha values. However, "Person-Job-Fit" and "Person-Organization-Fit" exhibit lower internal consistency, based on their lower Cronbach's alpha values. These findings can guide researchers and practitioners in considering the reliability of the items within each variable for further analysis and interpretation.

Table 6 reveals the relationship between career initiatives, person-job fit, person-organization fit and employee well-being using Pearson correlation.

Table 6. Pearson Correlation.

	Career Initiatives	Person-Job (P-J) Fit	Person-Organization (P-O) Fit	Employee well-being
Career Initiatives	1			
Person-Job-Fit	.648**	1		
Person-Organization-Fit	.522**	.311**	1	
Employee well-being	.903**	.769**	.597**	1

** $p < 0.01$

There is a significant positive correlation between Career Initiatives and Person-Job (P-J) Fit ($r = 0.648$, $p < 0.01$). This suggests that individuals who exhibit higher career initiatives are more likely to experience a better fit between their skills and job requirements. There is a significant positive correlation between Career Initiatives and Person-Organization (P-O) Fit ($r = 0.522$, $p < 0.01$). This indicates that individuals with higher career initiatives are more likely to perceive a better fit between their values and the organizational culture. There is a strong significant positive correlation between Career Initiatives and Employee well-being ($r = 0.903$, $p < 0.01$). This suggests that individuals who demonstrate higher career initiatives tend to experience better overall well-being in their work environment. There is a significant positive correlation between Person-Job (P-J) Fit and Person-Organization (P-O) Fit ($r = 0.311$, $p < 0.01$). This indicates that individuals who perceive a better fit between their skills and job requirements are also more likely to perceive a better fit between their values and the organizational culture.

There is a significant positive correlation between Person-Job (P-J) Fit and Employee well-being ($r = 0.769$, $p < 0.01$). This suggests that individuals who experience a better fit between their skills and job requirements tend to have higher levels of overall well-being in their work environment. There is a significant positive correlation between Person-Organization (P-O) Fit and Employee well-being ($r = 0.597$, $p < 0.01$). This indicates that individuals who perceive a better fit between their values and the organizational culture tend to have higher levels of overall well-being.

Hypothesis Findings

Based on the results, the hypotheses are confirmed and summarize below:

Table 7. Hypothesis Findings.

Hypothesis	Type of Statistical analysis used	Accept/Reject
H1a: Career planning has a positive and significant impact on employee well-being.	Linear Regression	Accepted
H1b: Skill development has a positive and significant impact on employee well-being.	Linear Regression	Accepted
H2: Career planning has a positive and significant impact on person-job fit.	Linear Regression	Accepted
H3: Skill development has a positive and significant impact on person-job fit.	Linear Regression	Accepted
H4: Career planning has a positive and significant impact on person-organization fit.	Linear Regression	Accepted
H5: Skill development has a positive and significant impact on person-organization fit.	Linear Regression	Accepted
H6: Person-job Fit has a positive and significant impact on employee well-being.	Linear Regression	Accepted
H7: Person-organization Fit has a positive and significant impact on employee well-being.	Linear Regression	Accepted
H8a: Career planning has a positive and significant impact on employee well-being when mediated by person-job fit.	Sobel test	Accepted
H8b: Skill development has a positive and significant impact on employee well-being when mediated by person-job fit.	Sobel test	Accepted

Table 7. Hypothesis Findings (Continued).

Hypothesis	Type of Statistical analysis used	Accept/Reject
H9a: Career planning has a positive and significant impact on employee well-being when mediated by person-organization fit.	Sobel test	Accepted
H9b: Skill development has a positive significant impact on employee well-being when mediated by person-organization fit.	Sobel test	Accepted
H10a: Career planning has a positive and significant impact on employee well-being when moderated by gender and age.	Moderation test	Rejected
H10b: Skill development has a positive and significant impact on employee well-being when moderated by gender and age.	Moderation test	Rejected

Analysis

Based on the findings, analysis was made on career planning, skill development, person-job (P-J) fit and person-organization (P-O) fit.

Career Planning

The findings from this study indicated that career planning and employee well-being tended to have better internal consistency. This revealed a moderately high level of satisfaction in terms of career planning among the participants. From a theoretical standpoint, individuals who proactively engage in career-related behaviors are expected to attain greater career success.

A study carried out (Pradhan & Shrestha, 2022), investigated the link between career-planning and well-being amongst employees. The findings indicated a positive link between effective career planning and increased job satisfaction, organizational commitment, and life satisfaction on the whole. Employees who were involved in career planning at a proactive level were known to report high levels

of psychological well-being and low stress levels.

In addition, a longitudinal study carried out by Zulkarnain (2013), stressed upon the importance of career planning in encouraging well-being of employees throughout their careers.

Similar findings were reported through a study conducted by Manonmani (2019). The findings presented by Manonmani (2019), indicated that career planning ensure employee satisfaction as planning also led to career development. Career development enhanced the employability of workers and broadened the range of potential opportunities available to them, ultimately leading to longer tenures with the organization.

The findings from this current study indicated the existence of a positive significant impact of career planning on person-organization fit. These findings resonated with the findings presented through the study carried out by Dayeh and Farmanesh (2021). They posited that the fundamental focus of career planning is to engage procedures and processes that clearly recognize key positions within an organization. This would comprise of the creation of a talent pool that includes highly promising individuals who have the scope to excel in their positions.

Another finding was reported through the findings from a study by Prakash and Kashyap (2021). Based on the findings, (Prakash & Kashyap, 2021) posit that well-being of employees at the workplace was a popular internal element that impacted corporate performance. This has been logically attributed to the fact that when the workforce is happy and there is career-planning, the workforce has high scope to hold favorable perceptions about an organization on the whole. employees.

Similar findings were reported, who elucidated that career planning initiatives at the workplace tends to offer motivation, gives a feeling of accomplishment, which ensures that employees feel valued for their work. Career planning and recognition not only tends to boost the individual encouragement of employees, but it will also lead to a general feeling of well-being amongst employees.

Skill Development

When employees are presented with skill development opportunities, employees are being

empowered by organizations to assume ownership for advancing their careers, which results in higher engagement levels, and eventually improving their well-being (Gallie & Zhou, 2020). Furthermore, (Kossek, Kalliath & Kalliath, 2012) opines that skill development has a crucial role to play in contributing to the development of a positive work environment. Those organizations that prioritize skill development have a propensity to nurture a culture of growth and learning, wherein employees feel valued and supported. Such a positive work environment tends to directly influence employee well-being, as it improves job satisfaction, lowers the level of stress, and encourages a healthy work-life balance.

This sentiment is supported by Shuaat, Sana, Aftab, and Ahmed (2013), who acknowledges that training addressing identified weaknesses can enhance employee performance. Programs aimed at fostering professional growth equipped workers to adapt to unforeseen circumstances that arose in their roles.

They also added that older employees generally spend more time to finish skill development tasks and were less able to master content pertaining to skill development as compared to young employees. Essentially, their findings implied that the impact of skill development on employee well-being was mediated through age. The findings from this study further revealed that skill development had a positive significant impact on person- job (P-J) fit. According to (Ismael, Albdareen & Rokayajadaraedujo. 2020), similar findings were reported through their study. the findings presented through the study conducted by Alshawabkeh (2020), revealed that the link amongst employee development practices such as skills development through training and employee well-being tend to be low for older employees as compared with that of young employees. Their justification was that employees who were old were in receipt of less formal opportunities for skill development in comparison with young employees.

According to Gallie et al (2012), skill development has a vital role in improving employee well-being at the workplace. As organizations constantly endeavor to maintain a competitive edge in the current dynamic business environment, they acknowledge the significance of making investments towards the growth and development of their employees. The authors posit that a link exist between skill development and employee well-being, while emphasizing the positive impact that such a practice

could have on diverse aspects in the life of employees. It has been stated by Rehman, Ashraf, and Mukhtar (2023). Skill development is instrumental in fostering a feeling of mastery and competency, which is intricately associated with employee well-being. In situations where employees are presented with opportunities to develop new skills or even enhance current skills, they are known to experience a boost in their self-confidence and self-efficacy.

The findings by Baker et al (2021), indicate that skill development was also instrumental in enabling resilience and adaptability among employees, which was necessary for well-being within the currently fast-changing workplace. Acquiring new skills equipped employees with the required tools to maneuver challenges and accept changes in an effective manner. As an outcome employees experience a sense of control over their careers, tend to experience a low level of stress from their jobs, and are in a better position to cater to the pressing demands of their jobs.

Moreover, similar findings were reflected through the study carried out by Phonthanukitithaworn, Naruetharadhol, and Ketkaew (2017), wherein it was found that skill development made a positive impact on career progression and satisfaction, which were vital elements of employee well-being. In scenarios where organizations are known to make investments in developing their employees, it indicates the organization's commitment to their employee's professional growth. Such an investment not only improves the job satisfaction of employees, but it also augments their scope for career progress, resulting in a higher level of well-being on the whole.

The finding by Huang et al. (2019), matched with findings from this current study,. It indicated that there existed a robust link between skill development and person-job fit. In scenarios where individuals are known to hold the requisite skills needed to execute their jobs, they have more scope to execute their job well, and experience greater job satisfaction levels.

Therefore, from the analysis of the findings of the current study, it can be effectively concluded that skill development did make a positive impact on employee well-being by ensuring job satisfaction and reducing stress levels associated with day-to-day work. The relation between skill development and well-being is clear through various research studies which are at par with the findings of the current study. The sense of competence of employees is improved through skill development, while nurturing

engagement, and encouraging a work environment that is positive, enables adaptability, and also contributes to career progression and satisfaction.

Person-Job (P-J) Fit

The findings from this study indicated that person-job fit had a significant positive impact on employee well-being. Similar findings were revealed through the study by Lin, Yu, and Yi (2014), which indicated that a high level of person-job fit is linked to positive employee outcomes such as high level of job satisfaction, enhanced engagement, and reduction in stress-levels and burnout. It was also found that employees are engaged in jobs that are aligned with their values and skills, they have a high chance of experiencing a sense of meaningfulness and purpose in their work. This would translate into a high level of job satisfaction and well-being on the whole. In addition, it was also revealed that person-job fit impacted employee engagement. But at the same time, the findings from the study by Hasan, Jawaad, and Butt (2021), revealed that poor person-job (P-J) fit could have debilitating impact on the well-being of employees.

This is particularly true in situations where individuals are employed in jobs that do not match with their values or skills, and there is a likelihood of employees experiencing boredom, frustration, or lack of fulfillment. Mismatches of this kind can result in lowered job satisfaction and increases in stress and burnout. Employees could be overwhelmed by the demands presented by the job or might even struggle with finding meaning and purpose in their work, which leads to negative and physical and psychological outcomes.

Therefore, it can be said that the substantial impact of a person-job (P-J) fit on employee well-being has gained much attention within the domain of organizational psychology. The level at which there exists a robust fit between an individual and a job would have significant ramifications for employee well-being. From the findings of the current study, it can be concluded that person-job (P-J) fit has a major role to play in shaping the well-being of employees. When employees have a good fit with their jobs, it tends to contribute to a high level of job satisfaction, engagement, and well-being on the whole. Similarly, a poor person-job (P-J) fit could have detrimental impact on psychological and physical well-being of individuals.

Person-Organization (P-O) Fit

As per recent studies (Boon & Biron, 2016), it has been indicated that individuals who perceive a greater person-organization (P-O) fit level have high scope to take part in active behaviors of career planning like seeking opportunities for development and establishing networks. Such positive behaviors can be clarified with the idea that individual who believe that their aspirations and values match with the organization, would be highly encouraged to invest in career development, expecting long-term advantages from an organizational setting. In addition, it was revealed through a study by Tumwet, Kipchillat, and Kwasira (2016), that in situations where individuals experience a greater level of person-organization (P-O) fit, they believe that their efforts in career planning are highly impactful. Such beliefs or views of efficacy tend to nurture the motivation of an individual to take active part in career planning initiatives, resulting in a consistent cycle of proactive career management.

Therefore, from the findings derived through this current study, it can be concluded that person-organization (P-O) fit are concepts that are intertwined with one another in a reciprocal way. Actively taking part in own development initiatives allows individuals to seek organizations that match their long-term objectives and values, augmenting the scope for person-organization fit. In contrast, a higher person-organization (P-O) fit level offers an environment that supports individuals to pursue their career goals in an effective manner. This in turn would result in increased engagement and motivation within career planning behaviors.

Conclusion and Future Research Recommendations

Data is conclusive for organizations to improve employment practices so that they can create a better workplace. The study has led to the affirmation of the following objectives:

- the positive impact of career initiatives on employee well-being.
- the positive impact career initiatives on person-job fit.
- the positive impact of career initiatives on person-organization fit.
- the strong impact of career initiatives on employee well-being when mediated by person-job fit and person-organization fit.
- the minimum impact of career initiatives on employee well-being when moderated by gender,

age, and educational institution.

It is the psychological perceptions of climate that share a relationship with employees on an individual affective level, including how a person perceives their overall well-being, a variable often outside the boundaries of workplace performance, yet central to the experience of being human (Shuck & Reio, 2013).

Higher possession of job skills can predict ways to improve the quality of employee well-being. On the other hand, when a person has no or incorrect job skills, employee well-being will decline. As for job flexibility, it is evident that with higher job flexibility, the level of employee well-being will also increase. This is because when employees have the option to make their own decision, they are more accountable for their actions and help to improve their well-being. They can manage their time better and include activities to manage their well-being. For job loads, research has shown that when the number of loads increases, the level of burnout can also increase. There is a direct relationship between job loads and level of stress.

Organizations in the present day are confronted with increasing uncertainty as they steer through major problems or highly substantial challenges that are seldom typically restricted to economic, national, or societal borders (Ferraro, Etzion & Gehman, 2015; Eisenhardt, Graebner & Sonenshein, 2016). Major problems of the present day are very different and would comprise an array of intricate issues like severe economic downturns, climate change, and political instability (George et al., 2016). In the currently interconnected day, such substantial challenges could present an immediate. One of the most noticeable challenges in human resource governance that arose from disruptions like COVID-19 included adjusting current and new employees to work conditions that have been drastically altered. This would mean making a transition to remote working environments, or executing new workplace procedures and policies to restrict human contact.

Dramatic modifications of such kind as to how and where employees carried out their work would likely impact employees' experiences of person-organization fit (P-O fit) or the extent of congruence between their attributes and those of the organization. The P-O fit theory has been posited that individuals are drawn to and chosen by organizations whose work environments reflect the same

cultures, values, and work features as their individual beliefs, desires, and values (Carnevale & Hatak, 2020). Based on these procedures, employees who get into organizations where their P-O fit is high, are typically known to thrive and experience greater satisfaction levels, engagement, and well-being on the whole. Nonetheless, when the organization that aids in achieving such desires and needs is altered drastically, as is evident with the pandemic, the increasing gap between the needs of an individual and the present organization has the scope to create experiences of misfit (Follmer et al., 2018)

Organizations can improve their employee experience journey by starting from the hiring stage. Organizations want to ensure they have the right employees. This will ensure that they retain talents and nurture them toward success. The best customer-centric organizations are those that put employees at the heart of their strategy. However, when the hiring is not conducted properly, these employees will feel the stress of trying to fit in. The stress adds up to employee burnout. The root source must be identified so that organizations and HR professionals can take extra steps to detect signs of burnout and provide the preferred solutions. The negative consequence of job burnout has been identified by many OB researchers (Burke & Deszca, 1986; Cordes & Dougherty, 1993; Halbesleben & Buckley, 2004; Maslach & Leiter, 2016).

The study is limited by the sample size. This is because Gen Z is relatively new to the workforce and the oldest of this generation is only 25 years old. It is important to continue the study of the younger Gen Z to see whether similar patterns and work preferences exist in the workplace. It is also vital to perform longitudinal studies for the same sample as they move up in their career. This will help to identify whether their preferences change with time.

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