Identifying Variables at the Nexus of Well-Being, Job Satisfaction and Motivation

A Framework for Research in Public Human Resource Management

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ABSTRACT

This article reinforces a conceptual framework within the field of human resources, with the aim of guiding scholars in their approach to constructs, questionnaires and data collection. In this effort to support scientific inquiry and knowledge construction, this article identifies 19 variables cutting across three sub-domains of the human resources field: employee well-being, job satisfaction and motivation. The evidence suggests that well-being, job satisfaction and motivation are in a mutually reinforcing relationship, manifested in the interaction of their common variables, and that the entire dynamic forms a nexus with probable positive effect on performance. This reinforced conceptual framework intends to guide scholars doing further research in the design of questionnaires for data collection on the constructs that have been mentioned. It is the contention of this article, however, that this framework contributes to new knowledge construction in human resources within public administration, with a consequential contribution to guiding scientific inquiry. In terms of methodology, the study employed a content analysis on scholarly peer- reviewed literature to identify the commonalities of variables within the three sub-domains recognised as important units of analysis. In this study the variables have not been organised into distinct clusters, which is an effort left for future work.

INTRODUCTION

To provide a useful conceptual framework for research in human resources, public administration and management it is important to understand the three constructs widely regarded as vital, namely, employee well-being, job satisfactionand motivation, and to understand the nature and extent of their interconnected-ness, their nexus, so to speak. For decades, the discipline of public administrationand management has concerned itself with these questions, and the literature onthese subjects is vast.

Employee well-being, job satisfaction and motivation are overlapping, multi-disciplinary constructs, which, due to their inherent differences, cannot be categorised as belonging to just one domain. However, it is possible to gain insightinto each of these three constructs, and into their relationships, by identifying the variables that they have in common, and then using these variables to ascertainand even measure their dynamic interactions and their combined effect on othervariables such as performance. Such an understanding allows for the development of a conceptual framework that can be useful in research.

This study's content analysis of the literature identified 19 variables cutting acrossthe concepts of employee well-being, job satisfaction and motivation, and the studythen recognised these variables as important units of analysis in future research. It is important to note that motivated employees are likely to experience a high level ofwell-being if they experience job satisfaction. Most importantly, it is essential to takein cognisance that motivated and satisfied employees are indispensable for organi sational success and positively affect the performance of others in the workplace.

Here, it is vital to emphasise the following: While each of these three conceptsare important – well-being, job satisfaction and motivation – their mutually rein-forcing relationship, that is, their synergy, is likely to magnify their effects on other constructs and variable, such as on job performance, for example, which in turnimproves organisational performance. In this light, these concepts merit research attention at the level of the individual, groups or teams, and the organisation as a whole. Indeed, the aim of this study may be listed as an objective for further clarity and specificity.

- To use the constructs of well-being, job satisfaction and motivation – with aneye on their cross-cutting variables, their mutual relationships, and their combined effect on job performance in the development of a conceptual frame-work that may guide future research.

The article is organised as follows. A literature review is presented, which discuss-es the conceptualisation of employee well-being, job satisfaction and motivation. Next, there is a discussion of the research methodology in the study. A description of the conceptual framework follows. Finally, the article concludes.

LITERATURE REVIEW

This section examines some of the principal academic approaches of well-being,job satisfaction and motivation, and turning points in those approaches, by considering specific authors and their published works. In this effort, this literaturereview, along with the subsequent content analysis, considers more research fromprevious decades because its focus is not on the field's more recent advances butrather on the stability and continuity of the three constructs and their variablesover time.

DEFINITION AND CONCEPTUALISATIONOF KEY CONCEPTS

The terms key to this study will be outlined below.

Employee well-being

Definitions of employee well-being vary widely in the field, as does the contextin which well-being is studied. Guest (2017:22), for example, notes a slight shiftin focus, away from determining how well-being may affect organisational performace and towards studying employee well-being for its own sake, in light of increased pressure on people from work and society. Mäkikangas, Kinnunen andSchaufeli (2016:52) produce a study representative of the recent trend to associate affective well-being with personal characteristics.

Despite the variety of approaches and interpretations, there remains consider-able consensus that employee well-being is a concept that incorporates a comprehensive array of physical, psychological, intellectual, social, mental and emotional dimensions (The Chartered Institute of Personnel Management (CIPD) 2008:11;the World Health Organisation 2009:889; Rogers 1995:128; Spector 1997:63;Warr 2002:198). Moreover, Currie (2001:281) views employee well-being as the mental and physical health condition of workers, a conception suggesting that these characteristics provide employees with a sense of belonging and allow them to achieve satisfaction, motivation and fulfillment.

Well-being at work is widely recognised as an important factor in organisational success (Peccei 2004:79). Those organisations that make significant invest-ments in the well-being of employees tend to reap the benefits of their elevatedperformance. According to Baptiste (2008:285), the increased interest in well- being at work has emerged against a backdrop of the general decline in the natureof the workplace, specifically to a set of physical, psychosocial and person fac-tors impacting on worker efficiency. It is likely that cynicism within organisations

negatively affects employees' well-being and, consequently, performance (Baptiste 2008:286). Those factors, widely seen as detrimental to organisations' performance, have garnered more attention from researchers. More employershave also started to focus on well-being, recognising its impact (Baptiste 2008).

All organisations strive to maintain a healthy state and, if the employees arein a lowered state of well-being, this is likely to contribute to poor performance (Spector 1997:68). Warr (2002:197) argues that job-related well-being refers topeople's satisfaction with their jobs as they relate to aspects such as remunera-tion, colleagues, supervisors, working conditions, job security, training opportuni-ties, involvement, teamwork and the nature of the work being undertaken. Thefundamental principles of performance are geared towards embracing the goalsand objectives of the organisation. Bakke (2006:670) supports this view and notesthat well-being can be linked to the promotion of an environment that makes work exciting, rewarding, stimulating and enjoyable, and further proposes that joy-filled workplaces translate into improved financial performance.

Essential factors leading to organisational and personal well-being include open communication, teamwork and cooperation, flexibility, support and a bal-ance between work and personal life (Kraybill 2003:28). Organisations need toremain sustainable, so it is inevitable that they need to promote the well-being oftheir employees to enhance performance. People are an organisation's most important asset and their effective development and deployment offers a distinctive competitive advantage. Recognising the importance of this, leads to a strong focus on both the theory and practice of positive employer and employee engagement.Organisations that ignore the above and fail to pay attention to employee well- being at work tend to suffer the long-term consequences of poorly performingemployees and risk affecting the bottom line (Nadler, Thies and Nadler 2002:71). Also, well-being, happiness and prosperity at the individual level can reverber-ate up to higher levels; which is essential to the well-being of society (Weihrich and Cannice 2010:41). Furthermore, the employees' well-being is beneficial ifthey feel esteemed, appreciated, recognised, considered and trusted. The multi-dimensionality of employee well-being, as a sub-domain of human resourcemanagement, has been succinctly described above. An overview of the second construct, which is job satisfaction, is explained in context below.

Job satisfaction

Job satisfaction is a more multidimensional concept than might appear at first glance. Recent studies have focused on the interaction and social dynamics atthe workplace, as in the study of Li, Zhu, and Park (2018:1912), which focuses on leader-member exchange, and in that of Kampkötter (2017), which prioritises the assessment procedures of formal performance appraisals. Many of those recent

insights, however, have evolved out of a longer research tradition showing somecommonalities. Weihrich and Cannice (2010:41) identify good leadership practices, good manager relationships, recognition, promotion, advancement, personalgrowth, feedback and support, and clear direction and objectives as such factors.Here, critically, it should be noted that these also pertain to the dimension of em- ployee well-being. An employee who is satisfied at work also experiences well-being. Similar approaches have been taken by Allan, Drevs and Ruhe (1999:81),Kleinman (2004:112), Spector (1997:69), and Knoop (1987:51).

In another line of research, Weiss (2002:46) defines job satisfaction as a gratifying emotional state emanating from an evaluation of one's outputs and theperception of one's job. Conversely, he argues that job satisfaction is an attitude,but he also points out that researchers should clearly distinguish the objects ofcognitive evaluation, which are affective (emotion), from more cognitive beliefsand behaviours. Redmond (2009:18) defines job satisfaction in terms of the extentto which an employee derives happiness from work and shows a positive attitudetowards that work.

Another set of scholars have come to understand job satisfaction in terms ofwhat it is not, that is, by identifying those factors with an inverse or antagonistic relation to job dissatisfaction: anger, burnout, resentment, helplessness and fatigue. Such an approach can help identify the conditions that both impedeand promote job satisfaction. Indeed, the relationship between employee well-being and job satisfaction has interested many researchers such as Rosenfeld andWilson (1999:192), Redmond (2009:18), Bandura (1981:351) and Landy (2007)who have indicated that a happy employee is a productive employee. Meantime,some scholars, who are clearly in the minority opinion, have maintained that themost important factor in job satisfaction is financial remuneration.

A related approach to job satisfaction studies individual variability, which alsohas implications for how origanisations attempt to create conditions that maximise job satisfaction. As studies have shown, some people may be satisfied ina high-paying job, regardless of the actual tasks involved, whereas others maywant a highly rewarding job (Weiss 2002:47). The Hawthorne studies, conduct-ed in the 1930s which confirmed that a happy worker is a productive worker,identified strong connections between job satisfaction and job performance. However, employees' intrinsic desires and motivations differ, with some seeking a high salary only, and others prioritising autonomy or personal challenge.Despite this observation, scholars tend to believe that no single factor determinesemployee satisfaction.

Job satisfaction is not the same as motivation or aptitude, although they are clearly linked. Workplace management, and specifically the area of task design,aims to enhance job satisfaction and performance by applying the principles ofjob rotation, job enlargement, job enrichment and job re-engineering (Hadebe, 2001:32). Other factors influencing satisfaction include the management style and culture, employee involvement, empowerment and position autonomy. The salience of job satisfaction is reflected in it being frequently measured by organisations whose managers understand the clear link between job satisfaction andjob performance.

Motivation

There is wide consensus in the field that motivation generally refers to the personal drive to take action, make achievements and overcome challenges, usually displaying commitment, initiative and optimism. Studies have often examined how these practices and attributes vary

across contexts and among individuals.Recently, there has been a strong focus on generational differences, inspired inpart by the rise of the millennial generation, with its affinity for digital technology,with a related focus on how motivation may be promoted across the generationgap, as is the topic of a study by Park and Park (2018:280). Other definitions arealso in use. Wintzel (2007:23) defines motivation as the manner in which theurges, aspirations, drives and needs of humans control or explain their behavior. Jensen (2007:238) postulates that motivation is a concept that channels andsustains behaviour. Studies by a range of classical management authors such as Hertzberg (1966), Borkowski, (2009:109) and Hackman and Oldham (1976:256)have revealed how motivation can be influenced by job enrichment.

The observations above suggest that in the workplace, motivation is not a fixedor unchanging personal state but rather open, flexible and potentially responsive todifferent motivational tools. Management should be aware that not everyone is motivated by the same needs. At various levels in their lives and careers, employeeswill be motivated by completely different needs. Such a perspective is compatiblewith the idea that positive and negative attitudes towards work may exert powerfuleffects on different forms of organisational behaviour, often indirectly, or in combi-nation with other factors such as employee well-being and job satisfaction.

Generally, motivation theories are divided into two categories: content (intrinsic) and process (extrinsic) theories. The content theories of motivation describe the internal factors that motivate human behaviour. Four of the most common content theories are: Herzberg's motivator-hygiene (dual factors) theory, Maslow's hierarchy of needs, McClelland's theory of needs, and Alderfer's ERGtheory (Weihrich and Cannice 2010:285). By contrast, the process theories of mo-tivation describe the external factors that motivate human behaviour. According to Weihrich and Cannice (2010:332), the process theories of motivation includeAdams' equity theory, Vroom's expectancy theory, the goal-setting theory andthe reinforcement theory of motivation. In basic terms, motivation process theo-ries focus on how a worker's own behaviour influences their needs (Weihrich and

Cannice 2010:328). This research has explored the following process theories ofwork motivation: expectancy theory, equity theory, goal-setting theory, normative theory and path-goal theory. In contrast to intrinsic motivation, extrinsic motivation is the type of drive that is often derived from money or promotion. This typeof motivation is easily ignored upon the satisfaction of related desires or whensatisfaction cannot be guaranteed (Barton and Martin 1994:101). However, if this extrinsic aspect of work is deficient then the expected result is job dissatisfaction.

Theories of motivation are universal in that they can be applied to many if notall disciplines, ranging across the humanities, the social sciences, and the naturalsciences. Another approach to workplace motivation is found in equity theory,which describes the perceptions of employees in terms of their treatment by management. In his seminal work, Adams (1965:340) considered motivation within the context of an unequal or unmerited situation and found that while peopleperceive a modest amount of "over-reward" as good luck and do not react to it,they do not readily tolerate a modest "under-reward".

Another perspective is provided by expectancy theory, which helps to explainindividual differences in motivation and behaviour, unlike the universal contenttheories of motivation proposed by Maslow. However, expectancy theory faces criticism, with some scholars charging that it overlooks the impact of coercionand job insecurity on performance and that, moreover, the assumption that people make decisions using a detailed calculus is questionable (Weihrich and Koontz 1993:281).

It is noteworthy that the motivation of workers can lead to higher organisational performance and greater productivity. A discussion on the interrelationship of thethree constructs is offered below as a way of understanding their combined effect.

Integration of employee well-being, jobsatisfaction and motivation

The human resources literature has established a relationship between employeewell-being and motivation. Attaining these qualities is expected to enable employees to reciprocate and respond by showing positive work attitudes, which in turn produce enhanced performance (Baptiste 2008:285). Greater involvement indecision-making and work teams, and open communication about strategy and operational matters, ensures that employees remain well informed and conveys that they are to be trusted. Most employees respond positively to such treatmentand respond in kind.

This study brings its research to bear on its content analysis of the publishedworks. Decades of research have documented the causal links between employee well-being, job satisfaction and motivation, and how these link as a nexus,improve work performance − first at the individual level and ultimately at the

organisational level. What remains to be done, however, is the development of amore fine-textured framework, noting how the interaction of well-being, jobsatisfaction and motivation is realised through the interaction of their constituentparts, such as the variables cutting across each domain. In the field of humanresources, despite its accomplishments, there remains much work to be done ondetermining and measuring the exact relationships as they involve the three con-structs, the 19 variables, and multiple combinations thereof. Here, some researchhas already indicated that employee well-being and improved job performanceare both influenced by motivation and job satisfaction. Claims along these linescan be found in studies by Peccei (2004), Kuranchie-Mensah and Amponsah-Tawiah (2016), Weiss (2002:47), Allen, Drevs and Ruhe (1999:90), Kleinman(2004:112), Spector (1997:71), Kaiser (2008:14) and McGregor (1960).

RESEARCH DESIGN AND METHODOLOGY

Before outlining the study's design and methodology, it may be useful to bear inmind that this research was undertaken with a constructivist approach, that is, onedrawing from individual experiences and internal knowledge (Wendt 1992:399). Such an approach considers the subjective nature of the constructions and variables identified here, and this applies not only to the original authors of the worksunder consideration but also to this researcher, engaged in an interpretive processof exploring, assessing, scrutinising and sifting variables.

In this study, articles in academic journals were screened with the goal ofidentifying those that focus specifically on one or more of the three constructsdescribed above: employee well-being, job satisfaction and motivation. Here, to emphasise a point made above, the ultimate aim was to use these concepts, theircomponents, and their relationships, in the development of a framework that maybe useful for research. The sample size involved a review of 15 studies per sub-theme (construct) for content analysis and contextualisation for the purpose of theframework construction, yielding a total of 45. The components commonly foundin studies addressing the three constructs were identified and listed separately.This process allowed for the identification of 19 important variables, each one ofwhich were repeated across sub-domains as the author used them to shed lighton aspects of their constructs.

The scope of the content was limited to peer-reviewed journal articles andbooks, published in English, ranging from classical to current, to capture thosevariables that showed the most continuity across the decades. The variables common to the sub-domains were identified and clustered, as illustrated in Table 1.The authors were identified, and three Tables were constructed to show howfrequently each variable appeared in each author's contribution per construct.

The variables per author were calculated, along with the number of times eachvariable appeared across all of the author's contributions. The scores served asjustification for the argument that the nexus of the three constructs, that is, themutually reinforcing relationship between well-being, job satisfaction and motivation, had a positive effect on job performance.

Table 1: Identification of variables

Constructs	Employee well-being	Job satisfaction	Motivation
Variables	Working conditions/ environment	Working conditions/ environment	Working conditions/ environment
	Work-life balance	Work-life balance	Work-life balance
	Management style/ Leadership practices	Management style/ Leadership practices	Management style/ Leadership practices
	Physical factors	Physical factors	Physical factors
	Psycho-social factors	Psycho-social factors	Psycho-social factors
	Interpersonal factors	Interpersonal factors	Interpersonal factors
	Commitment/ Achievement	Commitment/ Achievement	Commitment/ Achievement
	Teamwork	Teamwork	Teamwork
	Training opportunities	Training opportunities	Training opportunities
	Involvement/Inclusivity	Involvement/Inclusivity	Involvement/Inclusivity
	Productivity	Productivity	Productivity
	Rewarding work	Rewarding work	Rewarding work
	Job security	Job security	Job security
	Human investment	Human investment	Human investment
	Job enrichment	Job enrichment	Job enrichment
	Communication	Communication	Communication
	Recognition/ Promotion	Recognition/ Promotion	Recognition/ Promotion
		Employee well-being	Employee well-being
	Job satisfaction		Job satisfaction
	Motivation	Motivation	

Source: (Author's own interpretation)

Table 2: Employee wellbeing

Author		Variables																			
		Job satisfaction	Motivation	Working	Work-life balance	Management style/	Physical	Psycho-social	Personal	Commitment/	Training	Involvement/	Teamwork	Production	Rewarding work	Job security	Human investment	Job enrichment	Communication	Recognition	Total
1	CIPD	x	x		x						x			x	x				x		7
2	Jensen & Rodgers, (2001)	x	x							x	x							x	x		6
3	Kets De Vries, 2008	x	x					x				x				x			x	x	7
4	Maxwell, 2004	x	x			x	x	x	x							x	x				8
5	Spector, 1997	x	x				x	x	x		x			x				x			8
6	Warr, 2002	x	x	x			x	x			x	x	x			x			x		10
7	Currie, 2001	x	x			x	x	x									x	x		x	8
8	Bakke, 2006	x	x	x										x	x					x	6
9	Viljoen, 2008	x	x								x	x		x					x		6
10	Kraybill, 2003	x	x		x				x						x	x		x	x		8
11	Jones, 2008	x	x			x								x			x				5
12	Daniels, 2006	x	x		x			x									x	x		x	7
13	Baptiste, 2008	x	x			x	x	x						x					x		7
14	Blau, 2006	x	x				x	x	x	x				x						x	8

Source: (Author's own interpretation)

15	Weiss, 2002	x	x			x					x		x	x				x	x		8
Scores		15	15	2	3	5	6	8	4	2	6	3	2	8	3	4	4	5	8	5	109/108

Source: (Author's own interpretation)

Table 3: Job satisfaction

Author		Variables																			
		Employee well-	Job satisfaction	Working	Work-life balance	Management style/	Physical	Psycho-social	Interpersonal	Commitment/	Training	Involvement/	Teamwork	Productivity	Rewarding work	Job security	Human investment	Job enrichment	Communication	Recognition/	Total
1	Ro man, Treven & Cancer, 2017	x	x	x	x			x	x		x		x								8
2	Osabiya, 2015	x	x	x				x	x				x		x			x	x	x	10
3	Kuranchie-Mensah, 2016	x	x	x	x				x	x	x				x	x		x	x	x	12
4	Aderibigbe, 2017	x	x						x												3
5	Nguyen, 2017	x	x	x			x	x							x	x		x	x	x	10
6	Robescu, & Georgiana-Lancu, A., 2016	x	x		x	x		x		x		x							x	x	9
7	Al Madi, 2017	x	x	x				x			x	x				x			x		8
8	Furlich, 2016	x	x								x							x	x		5
9	Ganta, 2014	x	x	x	x		x	x	x	x						x		x		x	11
10	Singh, 2013	x	x	x							x					x		x		x	7
11	Qurantu-Ann, 2012	x	x	x				x			x	x				x		x	x	x	10
12	Dobre, 2013	x	x	x		x		x	x	x				x		x		x		x	11
13	Bao & Nizam, 2016	x	x	x						x	x		x	x					x	x	9

Source: (Author's own interpretation)

14	Nurun, Islam, & Hossain, 2017	x	x	x			x	x		x		x		x		x		x				10
15	Olusadum & Anulika, , 2018	x	x	x			x							x						x		6
Scores		15	15	12	4	2	4	9	6	6	7	4	3	4	3	8	0	9	8	10		131/129

Source: (Author's own interpretation)

Table 4: Motivation

Author		Variables																				
		Employee	Job satisfaction	Working	Work-life balance	Management style/	Physical	Psycho-social	Interpersonal	Commitment/	Training	Involvement/	Teamwork	Productivity	Rewarding work	Job security	Human investment	Job enrichment	Communication	Recognition/	Total
1	Ro man, Treven & Cancer, 2017	x	x	x	x			x	x		x		x								8
2	Osabiya, 2015	x	x	x				x	x				x		x			x	x	x	10
3	Kuranchie-Mensah, 2016	x	x	x	x				x	x	x				x	x		x	x	x	12
4	Kuranchie-Mensah, and Amponsah-Tawiah, 2016	x	x						x												3
5	Nguyen, 2017	x	x	x			x	x							x	x		x	x	x	10
6	Robescu, & Georgiana-Lancu, 2016	x	x		x	x		x		x		x							x	x	9
7	Al Madi, 2017	x	x	x				x			x	x				x			x		8
8	Furlich, 2016	x	x								x							x	x		5
9	Ganta, 2014	x	x	x	x		x	x	x	x						x		x		x	11
10	Singh, 2013	x	x	x							x					x		x		x	7
11	Qurantu-Ann, 2012	x	x	x				x			x	x				x		x	x	x	10
12	Dobre, 2013	x	x	x		x		x	x	x				x		x		x		x	11

Source: (Author's own interpretation)

13	Bao & Nizam, 2016	x	x	x						x	x		x	x					x	x	9
14	Nurun, Islam, & Hossain, 2017	x	x	x			x	x		x		x		x		x		x			10
15	Olusadum, & Anulika, 2018	x	x	x			x							x						x	6
Scores		15	15	12	4	2	4	9	6	6	8	4	3	4	3	8	0	9	8	10	129/229

Source: (Author's own interpretation)

RESEARCH FINDINGS

The data presented in the Tables was analysed with the goal of determining thenexus, or the nature of the interrelationship between the sub-domains among the human resource realm, namely, employee well-being, job satisfaction and motivation, to assess their effect on work performance within the sample consistingof an average of 15 authors' contributions per construct. In this effort, the studypursued identifying commonalities in the articles. Following Whittlemore and Knafl (2005:550), the articles were read three times to contextualise and synthe-sise their content. This process also revealed that, some of the variables showedno commonality with others, and were thus excluded.

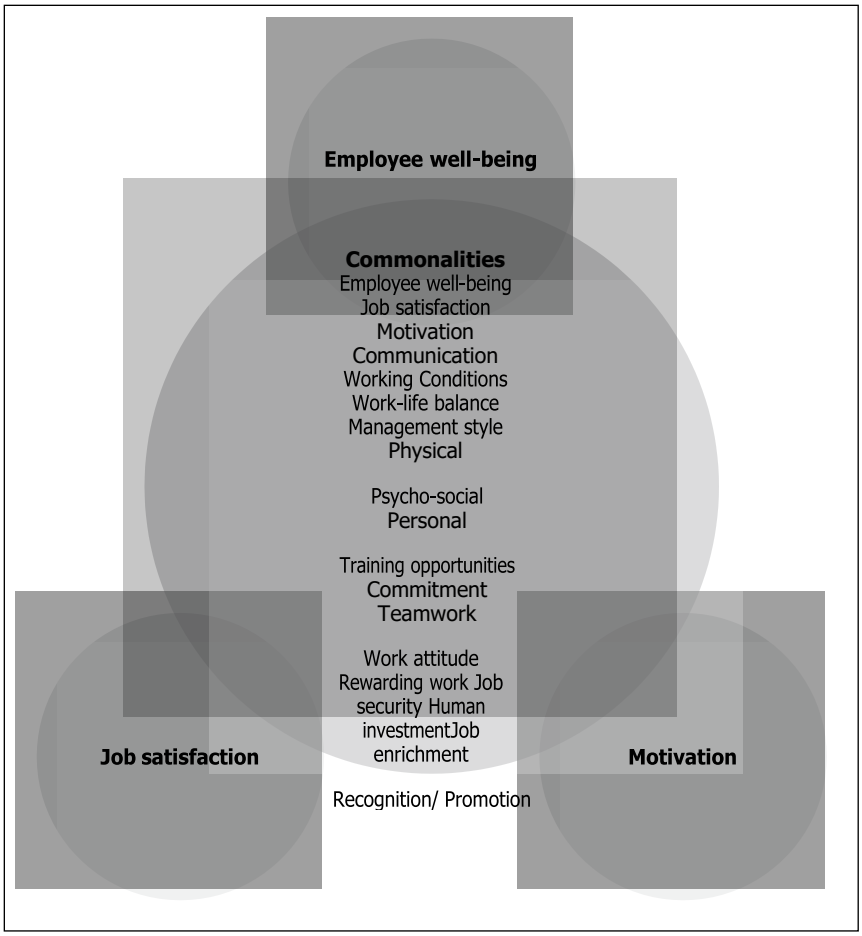
Table 2, regarding employee well-being, includes the constructs of job sat-isfaction and motivation as variables. This study assessed the frequencies with which they were mentioned by the 15 authors. It was found that all the authorsmentioned the two variables to justify their importance to employee well-being.The frequency with which these constructs were used by the authors is shaded,being the main indicators for the study. The scores, per author, for each time the variables were mentioned, totalled 109, and the number of times they appeared totalled 108.

Table 3, regarding job satisfaction, includes the constructs of employee well-being and motivation as variables. This study assessed the frequency with whichthey were mentioned by the 16 authors. It was found that all of the authorsmentioned the two variables, which enhanced their importance within the job satisfaction sub-domain. The variables were all mentioned 131 times and each variable appeared 129 times.

Table 4, regarding motivation, included the constructs of employee well-beingand job satisfaction, as variables to assess the frequency with which they werementioned by the 15 authors. It was found that all of the authors mentioned thetwo variables, similar to the others. The variables were all mentioned 129 timesand each variable appeared 229 times. Moreover, the process of investigationresulted in the development of a conceptual framework that is presented below.It is useful to display this figure to reinforce the centrality of this configuration ofconstructs and variables.

Some general and preliminary observations can be made about the con-structs illustrated above. It is essential to note that motivated employees are likely to encounter a high level of well-being if they experience job satisfaction. Conversely, it should be noted that motivated and satisfied employees are essential for organisational victory and certainly the performance would be affected positively as a result. The above observation is central tothe findings of this article, and to the approach it takes to helping define a theoretical framework.

Figure 1: Conceptual framework of the nexus of well-being, job satisfaction and motivation



Source: (Author's own interpretation)

A summary of the variables in the order of their priority is presented in Table 5.The most and least common commonalities mentioned, in terms of frequency, are classified in Table 5. This Table presents an analysis of the scores. The frequencies and the scorescannot be assumed to represent an exhaustive list, due to the selected sample ofonly 45 studies. Still, this content analysis included a sufficient number of studiesto provide a solid foundation for identifying commonalities across the three sub-domains, and to offer guidelines for future research.

Table 5: Summary of frequencies

Highly scored variables (6–15)	Low scored variables (0–4)
Employee well-being	Work-life balance
Job satisfaction	Management style/Leadership practices
	Physical environment
Job enrichment	Involvement
Job satisfaction	Teamwork
Motivation	Rewarding work
Psycho-social	Human investment
Productivity	
Communication	
Working conditions	
Interpersonal relationships	
Training opportunities	
Job security	
Recognition/ Promotion	
Commitment	

Source: (Author's own interpretation)

Future research should attempt to cluster the variables according to their relevance so that repetition is avoided and to reduce confusion over words with similar and overlapping meaning. From the Tables presented in the researchmethodology, it is evident that there is indeed an interrelationship between employee well-being, job satisfaction and motivation, and this is corroborated by theresearch conducted by esteemed scholars. Furthermore, the components identified can serve as variables for the construction of research instruments by futureresearch in the three subject areas. A comprehensive and holistic integration ofemployee well-being, job satisfaction and motivation, through the identification of a nexus of variables, should be viewed as a significant contribution to the field.In summary, the findings revealed that of the 15 authors listed in the sub- domain of employee well-being, there were 108 common mentions of the related components out of the 19 identified variables. Similarly, regarding job satisfaction, 129 common components were mentioned by 15 authors, while 15 selected

authors mentioned 229 common components under motivation. Of all the identified variables listed, 19 were depicted under the commonalities in Tables 2, 3and 4, as well as in the Figure for the conceptual framework. Out of a total of19 variables, 12 scored high (with the exception of the main constructs) and 7 scored lower.

While this study is based on identifying constructs and their variables, it doesnot establish causality among them, other than to suggest their mutually rein-forcing relationships and likely positive effect on performance. Future researchers should give more consideration to those variables that are appearing mostfrequently as they test for causality: Job enrichment; Psycho-social; Productivity;Communication; Working conditions; Interpersonal relationships; Training oppor tunities; Job security; Recognition/ promotion and Commitment.

CONCLUSION AND IMPLICATIONS FOR RESEARCH

By identifying 19 cross-cutting variables, this study added further definition andclarity to the nexus of three constructs: employee well-being, job satisfaction and motivation. This effort integrated the literature and supports the proposition thatthese three constructs, and their variables, are in a mutually reinforcing relation-ship exerting a positive effect on performance.

The limitation of this study is somewhat understandable as it stopped usingits constructs and variables to test specific hypotheses in an empirical manner. Inthis study the variables have not been organised into distinct clusters, which is aneffort left for future work. In summary, this study helps to develop a conceptualframework to guide scientists for designing questionnaires for data collection, particularly in the realm of human resources, public administration and management.

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