Original Researcher Article

The Interrelation of Workplace Well-Being and Employee Loyalty: The Mediating Influence of Job Satisfaction and the Moderating Impact of Organisational Culture

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ABSTRACT

The issue of employee loyalty has turned out to be a burning issue to organisations who want to achieve sustained performance in the ever competitive and dynamic working environment. In the face of the decline of conventional transactional employment associations, organisations are looking to workplace well-being as an organizational tactic to initiate long-term dedication among employees. The paper will identify the relationship between the well-being in the workplace and worker loyalty and the study will be based on the conceptualisation of job satisfaction as a mediating variable, and organisational culture as a moderating variable. A research design that was used was quantitative and cross-sectional research design; data were gathered on 250 full-time employees in medium and large organisations in different industries. The proposed hypotheses were tested with the help of the structural and regression-based analysis with SPSS. The results show that the dimensions of workplace well-being, which include work-life balance, reward and recognition, leadership support, and healthy work environment, have high positive impacts on employee loyalty. The connection between well-being at the workplace and employee loyalty is partially mediated by job satisfaction, which suggests that well-being programs increase direct and indirectly the levels of employee loyalty through job satisfaction. Moreover, the organisational culture has a strong moderating effect on the relationship between job satisfaction and employee loyalty, where it has a strengthening effect in favourable cultural environments. By providing an integrated model to explain the psychological and contextual processes in which the notion of well-being in the workplace promotes loyalty among the employees, the study contributes to the literature in organisational behaviour and human resources management. The implications in practical terms of designing culturally compatible well-being strategies are presented

Keywords: - Employee loyalty; Workplace well-being; Job satisfaction; Organisational culture; Leadership support; Work–life balance; Reward and recognition; Healthy work environment; psychological well-being

INTRODUCTION:

1.1 Contemporary Organisational Context and the Rising Importance of Employee Loyalty

The modern business environment in the global scale is proving to be a space where organisations are forced to operate in conditions of a heavy technological change, aggravated competition, mobility of the labour force, and employee expectations (George, 2024; Gazi et al., 2025). The emergence of knowledge based economies and increased dependence on human capital has put employees into an important strategic position instead of replaceable resources. In this regard, employee loyalty has become a decisive factor in the sustainability, performance, and long-term competitiveness of the organisation. Employee loyalty goes beyond the retention and has an emotional foundation of attachment, commitment, and desire to make an investment in organisational success (Venkat et al., 2023). Employee loyalty is identified to have high turnover intentions, increased productivity, greater organisation citizenship behaviours, and better service quality. On the other hand, the cost of losing loyalty is very high to the organisation. The high turnover of employees increases the cost of recruitment, selection, and training, affects the continuity of workflows, and causes the loss of institutional knowledge (Whysall et al., 2019). In addition, turnover caused by high staff turnover will destroy employer brand, customer relationship and organisational culture. To deal with these issues, organisations are becoming more aware that traditional transactional employment

relationships founded on monetary compensation and contractual commitments are no longer appropriate to achieve long-term commitment of employees (Udoh Augustine, 2021). Rather, a trend is emerging whereby employment is moving towards relational and human-oriented models of employment that focus on employee well being, psychological satisfaction and supportive working conditions as a leading source of loyalty (Schinnenburg and Boehmer, 2025). The specified change can be attributed to the fact that the more general population of people understands that employees tend to be more loyal to their organisations as they consider them caring, fair, and interested in their overall well-being (Ogedengbe et al., 2024).

1.2 Evolution of Workplace Well-Being as a Strategic Organisational Priority

Well-being in the workplace is now a strategic focus in organisational research and practice, especially post-disruption disruptions of the world economy like economic crises and public health pandemics (Sovold et al., 2021). Conventionally, workplace well being was tightly represented as physical safety and workplace health. Nonetheless, modern views perceive well-being as a multidimensional phenomenon that involves physical, psychological, emotional, and social dimensions of working experiences of employees (Halliday et al., 2024). Contemporary organisations are becoming more aware of the fact that motivation, engagement, performance and retention are all closely related to employee well-being (Sorensen et al., 2021). A healthy work environment, which promotes work life balance, good interpersonal relationship, and fair treatment of the employees, will make them feel secure and belong to the workplace. The employees who feel that the workplace is healthy and supportive tend to have more pleasant emotions, less stress, and job satisfaction (Kuntz, 2020).

Empirical studies constantly support the argument that well-being programs, including flexible work hours, recognition programs, supportive leadership styles, and healthy work environments, are linked to positive organisational performance, including increased commitment and lower turnover intentions (World Health Organization, 2022). Strategically, the workplace well-being is no longer considered an act of discretion and/or ethical duty in isolation, but as a value-generating process, which builds organisational resilience and performance. Although this increasing awareness, numerous organisations cannot match the initiatives on well-being to long-term employee loyalty. Although well-being programs might have a temporary impact on morale or satisfaction, in the long-term, they can be limited to more fundamental psychological and cultural processes that influence how employees perceive and react. This underscores the importance of obtaining a more subtle comprehension of the role of workplace well-being and its impact on loyalty mediated by intermediate and contextual variables (Haque, 2021).

1.3 Employee Loyalty as a Psychological and Behavioural Construct

The concept of employee loyalty is a complicated phenomenon that involves psychological orientations and visible behaviours (Chen et al., 2022). Loyalty is a stronger and more long-lasting relationship between employees and their organisations as opposed to short-term job satisfaction or contractual commitment. It entails the readiness of employees to stay with the organisation, promote it, and make discretional efforts that cannot be tied to the official responsibilities of their jobs (Bravo et al., 2019). Psychologically, the concept of employee loyalty is related to affective commitment which is the emotional attachment, identification and involvement in the organisation. The presence of loyal employees does not stand in an organisation due to the financial need or due to the lack of options, but rather based on the desire to stay (Pandey et al., 2025). Long tenure, diminished absenteeism, proactive problem solving, and positive word of mouth to the organisation is behaviourally expressed.

It has been researched that employee loyalty is not only determined by the tangible rewards of the employees, but also the subjective assessment of the employees towards fairness, trust, support, and alignment of value. Consequently, loyalty is very responsive to the conditions at work and organisational practices that determine the daily experiences of the employees (Rogozińska-Pawełczyk and Gadomska-Lila, 2022). This sensitivity renders workplace well-being an especially topical antecedent of loyalty, and the well-being programs directly influence the perceptions of the organisational support and care among the employees. Nonetheless, loyalty is not an automatic reaction resulting out of well-being practices. The cognitive and emotion processes used by the employees to interpret and internalise organisational actions could either reinforce or undermine the outcome of the loyalty. Comprehending these processes would be fundamental in explaining why similar well-being initiatives can produce dissimilar loyalty effects on organisations or groups of employees (Ilyas et al., 2020).

1.4 Job Satisfaction as a Key Mechanism Linking Well-Being and Loyalty

One of the most significant attitudinal outcomes in the field of organisational behaviour has always been the job satisfaction (Hayat and Afshari, 2022). It is simply a general rating of an employee regarding his/her job and it includes how an employee perceives the contents of the job, the rewards received, the leadership, the relationship with other employees within the organization and the opportunities available. Job satisfaction describes the emotional impact that employees have been subjected to their working experiences and is a crucial measure in quality of the workplace (Dhir et al., 2020). There exists a great deal of empirical evidence that job satisfaction is closely linked with the retention, commitment and loyalty of employees. When employees are satisfied, they will have more positive attitudes towards their organisation, associate with organisational objectives and commitments will be made in the long run (Rothausen and Henderson, 2019). On the other hand, dissatisfaction is usually followed by withdrawal behaviour, poor performance, and subsequent turnover (Joanna and Jerzy, 2020).

Job satisfaction is a central mediating variable regarding the well-being in the workplace. Positive work-related events like supportive leadership, equitable reward systems, balanced workloads, and healthy working environments positively contribute to the level of satisfaction of employees by addressing their psychological and emotional requirements (Lee and Kim, 2023). This, in its turn, leads to increased satisfaction and consequently, emotional attachment and loyalty. Although it is a very important variable, job satisfaction is usually considered as an outcome and not as a process variable. Most of the studies analyze the direct relationship between well-being and loyalty without directly looking at the role of satisfaction in mediating the relationship (Ardelt and Sharma, 2021). This simplistic approach restricts the ability of the available literature to provide an explanation and clouds the psychological mechanisms by which well-being directs the long-term impacts on employee attitudes. When placing job satisfaction as a mediating variable, it will be possible to better understand the way workplace well-being can be translated into a long-term employee loyalty (Qing et al., 2020).

1.5 Organisational Culture as a Contextual Influence

Although job satisfaction is one of the factors that characterize the mechanism between workplace well-being and loyalty, it does not work alone (Hoxha et al., 2024). Organisational culture gives the wider frame in which the employees assign workplace practices and attitudes. Culture refers to common values, beliefs, norms, and expectations of behaviour that influence the experiences and perceptions of work in an organisation (Getachew, 2024). An enabling organisational culture that is characterised by trust, openness, respect, and participation of employees can enhance the positive impact of job satisfaction on loyalty. Employees in these cultures will tend to find well-being initiatives more authentic representation of organisational care than perceived symbolic practices (Janiukštis et al., 2024). Such a perception builds emotional relationships and establishes devotion.

On the contrary, inflexible, strict, or toxic cultures can reduce the efficiency of well-being programs (Hayat and Afshari, 2021). The result of satisfaction even on some parts of the job of employees may be undermined by the lack of congruition or support in the culture. Workers can find pleasure in what they do but not feel part of the organisational values or leadership leading to lack of long term commitment. Although the role of the organisational culture cannot be underestimated, it is usually studied as a direct predictor of the results, but not as a moderator (Charalampous et al., 2019). Research undertaken on how culture influences the degree of relationship existing between job satisfaction and employee loyalty is scarce. This moderating role is critical towards explaining the differences in the levels of loyalty within organisational settings and developing culturally aligned well-being strategies (Bulińska-Stangrecka and Bagieńska, 2021).

2. LITERATURE REVIEW

According to previous studies, leadership quality, organizational culture, and facilitative workplace arrangements have been found to have a fundamental impact on employee well-being, satisfaction, loyalty, and safety outcome in other industries, especially in the health care and service-based sectors. Expanding on this strand, Bennouna et al. (2025) indicated that excellent leader-member exchange (LMX) had a profound influence on safety compliance and participation behavior among the healthcare workers by mediating through job satisfaction, and the correlation between the two relationships improves with the passage of time with psychological safety. The healthcare settings in Vietnam used as complementary evidence support the statement that the organizational culture directly contributes to the loyalty of the employees and indirectly enhances it through the trust and job satisfaction (Hien and Tuan, 2023). This has also been found in the education and SME settings, where positive organization culture improves job satisfaction, loyalty, creativity, productivity, and organizational well-being (Alkhodary, 2023; Khan et al., 2023). Systematic and empirical research also clearly highlights that positive and supportive leadership, moderate job demands, work-life balance, and healthy policies are necessary cultural characteristics that facilitate mental health and employee welfare, and toxic cultures deter them (Monteiro and Joseph, 2023; Stankevičienė et al., 2021). Another stress and resource-based view of perceived organizational support is that it has been demonstrated to counter the negative impact of workplace bullying on well-being by alleviating burnout (Hayat and Afshari, 2021). Specifically, the quality of the internal services in healthcare has a large positive impact on job satisfaction, commitment, and well-being of nurses, and well-being mediates the relationship between satisfaction and performance (Abdullah et al., 2021). Other organizational research supports these ideas with the reasoning that culture is an important mediating factor between quality of work life and personal organizational well-being (Paz et al., 2020), and that the combination of person-organization fit, supervisor support, and job satisfaction are what contribute to employee loyalty (Dhir et al., 2020). Lastly, Chinese research suggests that developmental organizational culture enhances the well-being of subjects in terms of job involvement, where rational culture boosts such impacts (Zhou et al., 2019). Taken together, these works support the importance of the quality of leadership, psychological safety, supportive culture, and mechanisms related to satisfaction as key factors to promote safety behavior, well-being, and long-lasting positive results in employees, regardless of the organizational setting.

Table 1: Comparison table

Author(s) & Year	Context / Sample	Key Variables	Methodology	Major Findings	Key Contribution
Bennouna et al. (2025)	325 health care workers, Algeri	LMX, Job Satisfaction, Psychol ologic	PLS-SEM (SmartPLS) + PRO	LMX improves safety behaviors via	Explains long-term mechanisms

Author	Sample	Variables	Method	Findings	Contribution
	an public hospitals	al Safety, Safety Compliance & Participation	CESS, time-lagged	job satisfaction; psychological safety strengthens mediation	linking leadership quality to safety behavior in health care
Hien & Tuan (2023)	355 health care professionals, Vietnam	Organizational Culture, Trust, Job Satisfaction, Loyalty	PLS-SEM (SmartPLS)	Culture directly and indirectly (via trust & JS) enhances loyalty	Demonstrates mediating role of trust and JS in health care loyalty
Alkhodary (2023)	352 education-sector employees, Jordan	Organizational Culture, Job Satisfaction, Loyalty, Creativity, Productivity	SPSS (Regression)	Positive culture increases satisfaction, loyalty, creativity, productivity	Highlights culture as driver of organizational well-being
Monteiro & Joseph (2023)	Review-based (secondary data)	Workplace Culture, Mental Health, Well-being	Systematic Literature Review	Supportive cultures improve mental health; toxic cultures harm well-being	Synthesizes cultural determinants of employee mental health
Khan et al. (2023)	463 SME employees, Saudi Arabia	Organizational Culture, CSR, Job Satisfaction	SPSS & AMOS (SEM)	CSR moderates OC–JS relationship, enhancing satisfaction	Integrates CSR as a contextual enhancer of job satisfaction
Stankevičienė et al. (2021)	Business & public-sector employees, Lithuania	Work Culture, Work–Life Balance, Well-being	Survey & SEM	Work culture directly impacts well-being; WLB partially mediates	Establishes WLB as a partial mediator in well-being models
Hayat & Afshari (2021)	360 hotel employees, Pakistan	Workplace Bullying, Burnout, POS, Well-being	SEM	POS buffers negative bullying effects via burnout reduction	Applies Conservation of Resources theory to well-being
Abdullah et al. (2021)	412 nurses, Pakistan	Internal Service Quality, JS, Commitment, Well-being, Performance	PLS-SEM & SEM	Well-being mediates JS–performance link	Strengthens service-quality perspective in health care HR
Paz et al. (2020)	1,292 public-sector employees	Organizational Culture, QWL, Personal Well-being	Regression (Mediation & Moderation)	Culture mediates QWL–well-being relationship	Identifies culture as intervention mechanism
Dhir et al. (2020)	220 Indian managers	PJF, POF, Supervisor Support, JS, Loyalty	PLS-SEM	POF strongest predictor of JS and loyalty	Contextualizes fit–loyalty linkage in India
Zhou et al. (2019)	229 Chinese employees	Developmental Culture, Job Involv...	SEM (Moderated Mediation)	Job involvement mediates culture...	Integrates culture, flow theory, and...

		ement, SWB		–SWB link	well-being

3. RESEARCH METHODOLOGY

3.1 Research Design

This study will be a quantitative research design that is intended to investigate the relationship between the well-being at the workplace and employee loyalty by making job satisfaction the mediator variable and organisational culture the moderating variable. The study will use a quantitative approach since the researcher aims to test hypothesised relationship of variables that are clearly defined and generalise the results to a population of interest. The study is cross-sectional survey design, as the information is gathered at the point in time through the respondent. This design is common in organisational and behavioural studies because it is effective in the sense that it captures the perceptions, attitudes and experiences of employees about the practice and results at workplace. It uses deductive method because hypotheses in the paper are based on the theories that have been developed previously, namely Social Exchange Theory, Organisational Commitment Theory and Psychological Contract Theory and the purpose of the study is to test theoretically based hypotheses empirically.

3.2 Population and Sampling

The target population in this study is full-time employees who work in medium and large organisations with different industries. Full-time workers are deemed to be the right respondents to participate because they are better exposed to organisational policies and leadership practices, organisational well-being programs, and organisational culture, and can therefore give informed and credible answers associated with employee loyalty. The non-probability purposive sampling tool is used because participants are required to have adequate organisational experience, whereby the minimum experience is considered six months of continuous employment in their respective organisations. This criterion will make sure that respondents have enough experience of workplace practices and can make meaningful well-being, job satisfaction and loyalty judgments. Moreover, convenience sampling is applied where it is possible to do, to maximise the response rates and ensure that the goals of the research are met, which is widely used in employee perception research. The sample size will be calculated according to the recommendation of multivariate analysis and structural equation modelling, and the minimum 200-300 respondents are deemed to have sufficient statistical power, model stability, and ability to reliably estimate the mediation and moderation effects, and the larger sample further increases the strength and generalisability of the results.

3.3 Data Collection Method

The structured self-administered questionnaire will be utilized to collect primary data. Electronic administration of the questionnaire is done using online survey tools like Google Forms or survey links that will be sent via email in order to provide ease of access, anonymity and increase of the response rates. The participants are informed about the objectives of the study and stressed on voluntary participation. Anonymity and confidentiality will be guaranteed to minimize the bias in the responses and promote honest responses. Before the actual survey, there is the pilot survey where an amount of 20-30 respondents are used to determine the clarity, reliability, and understanding of the questionnaire items.

3.4 Measurement of Variables

Measurement of all variables in this research is done by way of validated multi item scale tested on a five-point Likert scale of 1 (Strongly Disagree) to 5 (Strongly Agree). Workplace well-being is considered to be a multidimensional variable that includes work-life balance, reward and recognition, leadership support and healthy work environment. A standardised job satisfaction scale is used to measure the mediating variable of job satisfaction, whereas the organisational culture is measured as the moderating variable through well-established culture-related items. The attitudinal and behavioural indicators that represent emotional attachment, intention to stay, and organisational pride are used to measure employee loyalty, which is the dependent variable.

3.5 Reliability and Validity of Instruments

The research instruments are also evaluated in terms of reliability and validity in order to determine the credibility and accuracy of the research results. Internal consistency reliability is determined by Cronbach alpha coefficient, and a threshold of 0.70 is acceptable and this means that the measurement items in each construct show a satisfactory consistency in the definition of the underlying concept. The validity is achieved by various methods. The content validity will be achieved through the inclusion and modification of the measurement items of the well-established and widely-referenced instruments used in the previous studies, so that each of the constructs will be adequately covered in its conceptual domain. The construct validity is assessed using a factor analysis to ensure that the measurement items have the desired loading to each construct used and that they capture the intended dimensions. Moreover, composite reliability and average variance extracted (AVE) values are used to test convergent and discriminant validity in situations in which structural equation modelling is employed to ensure that the constructs are internally coherent and are empirically independent of each other.

3.6 Data Analysis Techniques

Statistical software (SPSS) is used to analyze the data. The demographic profile and general responses of the respondents are summarised with the help of descriptive statistics such as mean, standard deviation, frequency and percentage. Correlation analysis is used in inferential analysis to compare variables, multiple regression analysis is used to test direct hypotheses (H1-H4), bootstrapping techniques are used to study the mediating value of job satisfaction (H5), and the interaction-term analysis is used to study the moderating value of organisational culture (H6). In the case of the application of structural equation modelling, measurement and

structural models are compared to determine model fit and relationships that are hypothesised.

3.7 Hypothesis

H1: Work–life balance has a positive and significant relationship with employee loyalty.

H2: Reward and recognition have a positive and significant effect on employee loyalty.

H3: Leadership support positively influences employee loyalty.

H4: A healthy work environment has a positive and significant impact on employee loyalty.

H5: Job satisfaction mediates the relationship between workplace well-being and employee loyalty.

H6: Organisational culture moderates the relationship between job satisfaction and employee loyalty, such that a supportive culture strengthens this relationship.

4. Results

4.1 Respondents' Demographic Profile

The demographic features of the respondents are shown in Table 1. The sample is a representative of a diverse workforce in the sense of gender, age, education, and work experience and is diverse enough to provide sufficient variability to make a substantive statistical analysis.

Table 1: Demographic Profile of Respondents (N = 250)

Variable	Category	Frequency	Percentage (%)
Gender	Male	138	55.2
	Female	112	44.8
Age	Below 30 years	72	28.8
	30–39 years	96	38.4
	40 years and above	82	32.8
Education	Bachelor's degree	141	56.4
	Postgraduate degree	109	43.6
Work Experience	6 months–3 years	84	33.6
	4–7 years	97	38.8
	Above 7 years	69	27.6

Table 1 shows the demographic properties of the respondents, i.e. their gender, age, level of education and work experience. The sample shows that there was equal representation of male and female staff as well as a

diverse age group with most of the respondents representing the economically active age groups. The difference in the education background and work experience is an indication that the sample represents the views of employees with a different level of professional exposure, which increases the representativeness and generalisability of the study results.

4.2 Descriptive Statistics and Reliability Analysis

The mean, the standard deviation and Cronbach alpha value of all the study variables are summarised in table 2. The results of all the constructs show good internal consistency with the values of Cronbach alpha being greater than the accepted standard of 0.70.

Table 2: Descriptive Statistics and Reliability

Variable	Mean	Std. Deviation	Cronbach's α
Work–Life Balance	3.82	0.71	0.84
Reward & Recognition	3.67	0.75	0.86
Leadership Support	3.91	0.69	0.88
Healthy Work Environment	3.88	0.72	0.85
Job Satisfaction	3.85	0.68	0.89
Employee Loyalty	3.93	0.66	0.90

Table 2 displays the average, standard deviation and alpha of the study variables. The average scores represent moderate to high workplace well being, job satisfaction, and employee loyalty among the respondents. The alpha values of all constructs are above the desired alpha of 0.70 which indicates good internal consistency and reliability of scales of measurement utilized in the research.

4.3 Correlation Analysis

Pearson correlation analysis is used to test the variables relationships. Table 3 presents results indicating that all the dimensions of well-being at workplace have positive and significant correlations with job satisfaction and employee loyalty.

Table 3: Correlation Matrix

Variable	WLB	R&R	LS	HWE	JS	EL
Work–Life Balance (WLB)	1					
Reward & Recogniti	0.54 **	1				

on (R&R)						
Leadership Support (LS)	0.58 **	0.62 **	1			
Healthy Work Environment (HWE)	0.56 **	0.59 **	0.65 **	1		
Job Satisfaction (JS)	0.63 **	0.68 **	0.72 **	0.70 **	1	
Employee Loyalty (EL)	0.61 **	0.66 **	0.71 **	0.69 **	0.75 **	1

Note: p < 0.01

Table 3 shows the Pearson correlation coefficients between the variables used in the study. The findings also indicate that workplace wellbeing dimensions, job satisfaction, and employee loyalty are all positively and significantly related. It is worth noting that job satisfaction shows a positive correlation of high strength with employee loyalty, which helps to confirm the theoretical assumption that satisfied employees have a higher chance of being loyal to their organisations.

4.4 Multiple Regression Analysis (Direct Effects)

Multiple regression analysis is conducted to test hypothesis H1-H4. Table 4 results show that the four workplace well-being dimensions positively influence employee loyalty significantly.

Table 4: Regression Results – Workplace Well-Being → Employee Loyalty

Predictor	β	t-value	p-value
Work–Life Balance	0.18	3.12	0.002
Reward & Recognition	0.21	3.64	0.000
Leadership Support	0.29	4.88	0.000
Healthy Work Environment	0.24	4.01	0.000
R²	0.62		

The findings of the multiple regression analysis showing the direct impacts of the workplace well-being dimensions on employee loyalty are presented in Table 4. Each of the four predictors such as work-life balance, reward and recognition, leadership support and healthy work environment is shown to have a strong positive impact on the employee loyalty. The strongest predictor is the leadership support as it shows that leadership support is critically important in promoting employee long-term commitment.

4.5 Mediation Analysis (Job Satisfaction)

Analysis of bootstrapping is done to analyse the mediating effect of job satisfaction between wellbeing at the workplace and the loyalty of the employees. This relationship is partially mediated by job satisfaction as indicated in table 5 which supports H5.

Table 5: Mediation Analysis Results

Path	Direct Effect	Indirect Effect	Total Effect	Mediation
Workplace Well-Being → Employee Loyalty	0.41**	0.27**	0.68**	Partial

Note: Bootstrapping (5,000 samples), p < 0.01

The mediation analysis results that evaluate the role of job satisfaction in the relationship between the workplace well-being and employee loyalty are summarized in Table 5. The notable indirect impact serves as a confirmation that job satisfaction is a partial mediator between the two factors since workplace well-being increases employee loyalty either directly or indirectly, through better job satisfaction.

4.6 Moderation Analysis (Organisational Culture)

Interaction terms are used to carry out moderation analysis to test H6. According to the outcomes of Table 6, organisational culture plays an important role in mediating the relationship between job satisfaction and the employee loyalty.

Table 6: Moderation Analysis Results

Predictor	β	t-value	p-value
Job Satisfaction	0.52	7.96	0.000
Organisational Culture	0.31	5.14	0.000
JS × Organisational Culture	0.19	3.27	0.001
R² Change	0.07		

Table 6 is a representation of the moderation analysis that considered the moderating power of the organisational culture on the relationship between job satisfaction and employee loyalty. The large interaction term shows that there is a strong linkage between organisational culture and this relationship. This conclusion indicates that positive role of job satisfaction increases the effectiveness of an organisational culture, which promotes staff loyalty.

Table 7: Summary of Hypotheses Testing with Results

Hypothesis	β (Standardised)	p-value	Result
H1	0.18	0.002	Supported
H2	0.21	0.000	Supported

H3	0.29	0.000	Supported
H4	0.24	0.000	Supported
H5	Indirect Effect = 0.27	0.000	Supported
H6	0.19	0.001	Supported

The standardised beta coefficients (B) are summarised in the table of the proposed research model to demonstrate the outcome of hypothesis testing and the decision made on each hypothesis as well as the p-value. Hypothesis H1 indicates that work-life balance is positively related to employee loyalty (0.18, = 0.002) which means that more work-life balance there is, the more employee loyalty. The second hypothesis is also accepted because reward and recognition have a significant positive impact on employee loyalty (= 0.21, $p < 0.001$) and indicates that fair and meaningful reward affirm the commitment of the employees to the organisation. The largest beta (= 0.29, $p < 0.001$) is recorded in hypothesis H3, which indicates that leadership support is the most influential factor of employee loyalty of the workplace well-being factors. Hypothesis H4 is also confirmed because a healthy work environment has a significant positive effect on employee loyalty (0.24, $p < 0.001$), demonstrating the role of physical and psychological safety at work. H5 proves the mediation of job satisfaction because the indirect impact of workplace well-being on employee loyalty via job satisfaction is significant (= 0.27, $p = 0.001$), which means that the well-being initiative leads to the increase of loyalty through job satisfaction. Lastly, the Hypothesis H6 is affirmed with the organisational culture being of significant moderation effect to relationship between job satisfaction and employee loyalty (0.19, $p = 0.001$) such that a supportive organisational culture enhances the positive correlation between job satisfaction and employee loyalty.

DISCUSSION

The results of this research have a great empirical foundation of the suggested research framework and the emerging literature of literature that highlights well-being in the workplace as a key determinant of employee loyalty. The findings verify that the four dimensions of workplace well-being including the work-life balance, reward and recognition, leadership support and a healthy work environment have a significant and positive impact in employee loyalty. Of these factors, the most predictive one was the leaders support factor, which underscores the critical importance of being able to provide supportive and understanding leadership in developing long-term commitment of employees. This conclusion is consistent with the previous research that has highlighted the significance of leader-member relationship in employee attitude and retention behaviour. The mediation analysis shows that the job satisfaction has a strong partial mediating role in the relationship between workplace well-being and employee loyalty. This indicates that the well-being programmes at work increases employee loyalty not only due to the direct organisational support,

but also due to the enhancement of emotional and psychological judgement of employees towards their jobs. These results are also aligned with Social Exchange Theory and Organisational Commitment Theory that points to the employee having a disposition of returning positive organisational behaviours with positive attitudes and loyalty in the event that their needs and expectations are met. Moreover, the moderation examination proves that organisational culture reinforces the correlation between job satisfaction and employee loyalty to a significant extent. The positive impact of job satisfaction on loyalty is increased in organisations having supportive, trust-based and collaborative cultures. This finding highlights the need to align culture in defining the success of well-being programs. An inappropriate or dys-integrating organisational culture can undermine the emotional commitment and long-term commitment of employees, even in cases where they are content with their work. Therefore, organisational culture is an important situational process that influences the way employees decipher and react to work experiences. Comprehensively, the results indicate that workplace well-being is a system that is not to be addressed as a single practice. A positive organisational culture should ensure that leadership behaviour, reward systems, work-life balance policies and healthy work environments are integrated to ensure that the employee loyalty outcomes are maximised.

CONCLUSION

This study has analysed the interdependence between well-being at the workplace and employee loyalty by incorporating job satisfaction as a mediator variable and organisational culture as a moderator variable. The findings present strong arguments that workplace health improves the loyalty of the employees directly and indirectly through job satisfaction. All were identified to be critical elements of a well-being-oriented workplace that enhances employee commitment in the long-term perspective of the work environment; leadership support, reward and recognition, work-life balance and healthy work environment. The results also indicate that organisational culture is a critical moderating factor because it enhances the positive correlation between job satisfaction and employee loyalty. Positive organisational culture increases level of trust, value alignment, and emotional attachment which strengthens loyalty results. This can be emphasized by these insights as well-being initiatives cannot work in isolation without an organizational culture that truly cares about the welfare of its employees. Practically, the work recommends that organisations can use holistic and culturally oriented well-being approaches to combine leadership development, equitable reward methods, flexible working environment, and psychologically secure workplaces. This move enhances employee satisfaction not only but also loyalty and organisational sustainability. Further studies on the topic can be conducted with longer-term designs, industry-specific research, or cross-cultural comparisons, as they allow the researcher to investigate the dynamic nature of workplace well-being and employee loyalty further.

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