

1. CHAPTER 1: INTRODUCTION

1.1 Research Background

In any organisation, employees play a very important role and the organisational performance is determined by the performance levels of employees. As a result, organisation owners and managers invest heavily in improving the performance of their human resources. There are various methods used by organisations to influence the performance levels of their human resources such as training, improving wellbeing, motivation, and offering job security among others. A study by Bryson et al. (2014) indicated that the last decades have witnessed accelerated changes in technology as well as new forms of organizations thus, resulting in employees assuming increased autonomy and responsibilities. The authors noted that despite that this situation has increased the overall productivity, the modern flexible working practices have led to increased job demands hence employees are required to multi- task and hence increasing the levels of workplace stress.

It is highly accepted that employee health and well-being have significant impacts on employees, companies and the surrounding societies (Sackett, 2002; Schaufeli & Taris, 2014). According to the works of Dame Carol Black, there is strong correlation between work, health and well-being and all of them are addressed together. According to a survey by Bryson et al. (2014) on employee health and well-being in the United Kingdom conducted on 2013-2014, about 1.2 million employees suffered from an illness and which was caused or made worse by their working conditions. The survey further indicated that about half a million of the cases were new cases. Therefore, employees' working conditions affect their health and well-being. In support of this idea, Claes (2014) and Chmiel and Taris (2014) argue that organisational environment impacts on the quality and performance levels of employees. The authors based

their argument on the person- environment fit theory to assert that the environment in which individuals work influence their performance.

Maurya and Agarwal (2015) argue that employee well- being is more than just the medical conditions of the workers in an organisation. The authors defined employee well- being as part of the workers well-being that is determined mainly by their working environments and is impacted by the interventions made in their workplaces. Therefore, well-being include managerial, advancement, employee psychological and physical health, and workplace considerations. Some organisations focus on the employee health conditions only when talking about well-being, but research has indicated that it is multifaceted concept that increase even the psychological aspect of employees (Bari et al., 2013).

In the recent past, the relationship between the managers and the employees has been seen to decrease. This comes when the world business leaders are calling for enhanced cooperation and integration between the employees and employers for enhanced productivity. Both the employees and the employers need to readjust themselves so as to cope with the business life dynamics (Roelofsen, 2002). The advent of technology in the world has seen various companies providing more job opportunities increasing the number of their staff (Edwards & Jensen, 2014). This has made it harder for the management to ensure that the employees' welfare is well catered for. Competent employees are a combination of a productive work environment and excellent skills. There are many factors that affect the performance of the employees that the managers need to be aware. Therefore, managers need to make an improvement on regular basis to ensure that employees' welfare is well catered for. The Human Resource executives, therefore, need to consider new methods for retaining and recruiting best talents for their firm (Edwards & Jensen, 2014). For maximum performance and production from

the employees, they must be provided with the needed tools to succeed. Higher compensations benefits and higher salaries may look like the most likely way in attracting the workers (Kossek & Kalliath, 2012). Physical workplace environment may, however, have an immense influence on the ability of the company to retain and recruit talented employees. According to Firth et al. (2015), there may be some factors in the climate of the workplace that can affect the employee's productivity, engagement, comfort level, morale, etc. These factors may influence the performance of the employee either positively or negatively affecting the overall performance of the organization.

Etihad Airways is an UAE flag carrier ranked second after Emirates in the country. The company was established in 2003 and has its headquarters in Khalifa City, Abu Dhabi. Currently, the company operate over one thousand flights weekly to various destinations in Middle East, Europe, Australia, Africa, and America among other global destinations. The company's performance increased in 2015 from the previous year whereby the number of passengers carried increased by 22.3%. In the year 2015, the company's annual revenue totalled to \$7.6 billion and the net [profit amounted to \$73 million (Etihad Airways, 2015). As of the year 2014, the company had employed about 20,000 employees working in various areas of operation (Al-Ali & Ahmad, 2014). In December 2015, the company opened a world- class medical facility for its workers which include Emirates ID centre, aviation clinic, and employee visa medical centre (Etihad Airways, 2015).

