Research on the Context of Supervisor Leadership Style and Employee Well-Being

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Abstract

Thailand is one of the major industrial countries in Southeast Asia, with a workforce of approximately 38 million people. In recent years, Thailand's government has started to emphasize the physical, mental, and spiritual well-being of the Thai workforce and has encouraged businesses to apply the principles of the "Happy Workplace" to enhance employees' happiness and well-being. Although these principles can help businesses to systematically improve employee well-being, there are still many factors affecting employee well-being that are yet to be considered. This research aims to study the context of supervisor leadership style and employee well-being of Thailand's M Chemical Company while conducting a departmental comparison as part of the analysis. This research is a case study that utilized literature analysis and interviews for data collection. The employees of the four major departments from the production factory of M Chemical Company were recruited as participants. The results showed that the difference in the department's job characteristics and structure influenced the department manager's leadership style. When the department manager is a transformational leader, the principles of the Happy Workplace can be enhanced to further improve the employees' well-being.

Keywords: Leadership Styles, Employee Well-being, Happy Workplace, Thailand Chemical Company

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1. Introduction

Thailand is an early industrialized country with Southeast Asia's second-largest economy. In the past 20 years, the government began to pay attention to its citizens' physical and mental health. The Thai Health Promotion Act 2001 was passed in 2001, and the Thai Health Promotion Foundation was established in the same year. Its primary purpose is to enhance the physical and mental health of the citizens by improving society and the environment.

In 2006, the Thai Health Foundation saw the need to enrich the physical and mental health of the Thai working population, so it developed the Happy Workplace Certification Program which the Thailand Federal Thai Industries, the Department of Health, and the Ministry of Public Health in 2000 jointly promoted. It is a certification system consisting of eight levels in which all companies in Thailand are given equal chances to participate and gain the certificate. Under the "Happy Workplace" program, the Thai Health Foundation sends a professional consultant team to guide the company applying for a certificate. If the company passes the audit of the certification committee, it will be awarded the label of a "Happy Workplace".

The eight levels in the Happy Workplace Certification are: Happy Body, Happy Heart, Happy Soul, Happy Relax, Happy Brain, Happy Money, Happy Society, and Happy Family (Chawsithiwong, 2010). The Thai Health Foundation helps companies to take into account the needs of employees at all levels in addition to the profits and operations of the company. This enables the employees to feel joy and happiness in the workplace. At present, hundreds of enterprises in Thailand have participated in this promotion.

Although the Thai Health Foundation has established the foundation and definition of a happy workplace, it is mainly oriented to the lives of employees in the aspects involved. Yoocharoen and Aungabsee (2018) pointed out that the levels in the Happy Workplace Certification Program did not mention the happiness and well-being generated from interactions in the workplace. Makmee et al. (2012) also pointed out that the structure of the Happy Workplace Certification Program needs to consider factors such as management, work environment, and work performance at the same time. From this, it can be inferred that the interaction between employees and leaders may have an impact on employees' well-being in the workplace. Among the medium-sized enterprises that promote happy workplaces, the obtained Happy Workplace Index was only 57.86 (Kaeodumkoeng et al., 2015). It can be seen that many management systems or leadership behavior can be used in the process of promoting happy workplaces.

In the workplace, leadership is one of the main keys to the success or failure of business performance. Many researchers have developed different theories in the study of leadership. Researchers have continuously explored the relationship between leaders and employees, from the early great man theory to the recent transformational leadership. In recent years, many companies have also begun to pay attention to the establishment and training of their leaders to improve business performance. However, in addition to the influence of leadership, recent studies have found that well-being in the workplace is also one of the main factors affecting job performance, and the interaction between leaders and employees also exerts a significant impact on employee well-being (Belonio, 2014; Hsiao, 2014; Arnold, 2017; Krekel et al., 2019).

Enterprises in Thailand have begun to establish a foundation for promoting employee well-being based on the Happy Workplace Program; however, other viewpoints and methods that can enhance employee well-being are also available. This research is a case study of the Thailand M Chemical Company, which aims to explore the context between leadership styles and employee well-being and compare the current situation of different departments to obtain information that can be used as a reference for the case company to plan related management systems and practices in the process of improving employee well-being. The purposes of this research are as follows: First, to explore the relationship between leadership style and employee well-being; second, to explore the differences in the relationship between leadership style and employee well-being in different departments; and third, to provide forward suggestions on future management practices to enhance employees' well-being.

2. Literature review
2.1 Leadership Style

Leadership is regarded as an important factor affecting the enterprise. Wu (2006) believes that leadership is a process in which leaders achieve specific goals by influencing members' cognition, behavior, and emotion. Meanwhile, Chen (2016) mentioned that leadership is the process in which the leader uses charisma to lead members, stimulate employees' centripetal force through encouragement, authorization, etc., and accomplish organizational goals together. The current study used Transitional Leadership and Transformational Leadership to conduct related discussions.

2.1.1 Transitional Leadership
Transitional leadership entails that the relationship between the leader and his

subordinates is a contractual behavior of exchanging value. The leader provides the external or internal needs of the subordinates, such as remuneration, rewards, promotion opportunities, etc., in exchange for the subordinates' efforts to achieve the common goal (Chen, 2018). That is, leaders use transactions to influence the behavior and work performance of subordinates (Fang, 2011). While setting goals and tasks that need to be completed, leaders propose corresponding rewards or punishment conditions in exchange for the subordinates' actions to achieve desired goals. Bass (1985) divided transitional leadership into two main dimensions:

1. Contingent Reward: Refers to the leader's use of rewards instead of punishments by increasing incentives for subordinates to encourage them to work. The leader first proposes the desired goal or work, and the reward is provided after the promise is achieved. When the subordinate completes the desired goal or work, the promised reward can then be obtained. The leader plays the role of contingency enhancer, using organizational resources to provide rewards to motivate subordinates so that the latter can perform well at work (Bass, 1985; Lin, 2002).

2. Management by Exception: This dimension can be divided into Active Management by Exception and Passive Management by Exception (Bass, 1990). Active Management by Exception involves the leader actively inspecting and looking for behavior or performance that does not meet the standards and uses punishment to correct it. Meanwhile, in Passive Management by Exception, the leader uses punishment only when the performance of subordinates fails to meet the expected standards. Lin (1995) mentioned that this management method is a kind of negative feedback, and when deviations or mistakes occur, the leaders will correct or punish them.

2.1.2 Transformational Leadership

Burns (1978) pointed out that leadership is a process of transformation. Transformational leaders often improve their subordinates by influencing their values and motivations, and they frequently sacrifice personal interests for the overall interests of the organization (Fang, 2011). Yukl (1989) proposed that transformational leadership can affect the attitudes and assumptions of organizational members who could then establish a commitment to the organizational missions or goals. This allows the subordinates to have the autonomy to complete the goals set by the organization. Bass and Avolio (1994) proposed four dimensions of transformational leadership called the Four I's, which are as follows:

1. Idealized Influence or Charisma Leadership: Leaders provide vision and a sense of mission, set an example to make subordinates follow, stimulate subordinates' motivation to work, and allow subordinates to gain confidence, respect, and trust in their work; thus, they are well received, recognized, and respected by their subordinates.

2. Inspirational Motivation: Leaders express their expectations to subordinates and communicate clear goals in a simple manner to motivate employees to move towards the goals together (Korejan & Shahbazi., 2016). When subordinates perform well, the leader gives affirmation and points out the contribution of the subordinates to the ideal goal to the subordinates feel that the leader knows their efforts (Lin, 2002).

3. Intellectual Stimulation: Leaders stimulate subordinates to use their thinking, logic, and creativity to develop problem-solving abilities. Even if subordinates may have different opinions from those of the leader, they will not be blamed (Fang, 2011).

4. Individualized Consideration: The leader provides learning opportunities and develops the potential of subordinates according to their characteristics and different needs. They also guide and coach subordinates and establish good relationships with mutual trust.

2.2 Employee Well-Being

In addition to work performance and quality, companies are also beginning to explore the importance and impact of employee well-being on the company. Just as a developing country will actively care about the well-being of its citizens, a mature company should pay attention to the needs and well-being of employees at all levels. According to Kern, Waters, and Adler (2015), the Hedonic Approach refers to the feeling of well-being as a kind of pleasure or happiness and advocates that the purpose of life is to pursue happiness and reduce pain. The Eudaimonic Approach believes that well-being comes from realizing the true self, which means being able to live based on one's self-realization. Hsu et al. (2018) noted that well-being is the degree of happiness experienced and realized by individuals based on their subjective evaluation of their overall life. Founded on relevant literature, this study used Life Satisfaction, Interpersonal Relationships, Physical and Mental Health, and Work Achievement as the four dimensions of well-being (Kuo, 2008; Tsai, 2013; Wen, 2013; Hsiao, 2014; Tseng, 2014; Chen, 2014; Chen, 2018: Huang, 2019).

1. Life Satisfaction: Refers to the feelings of subjective satisfaction with one's

current life, both the material and psychological aspects.

2. Interpersonal Relationship: Refers to the relationship formed from the interaction between people, such as those with colleagues, friends, and family members.

3. Physical and Mental Health: Refers to the state of one's physical and psychological stability and one's sense of happiness.

4. Work Achievement: Refers to the individual's psychological feelings about work performance and professional achievements.

2.3 Research Results on the Relationship between Leadership Styles and Employee Well-Being

Arnold (2017) mentioned that there is a significant relationship between leadership style and employee well-being. Chen's (2020) study found that leadership style has a significant positive impact on the well-being of employees working in a medical center. Further, in Liou's (2019) research on the work dedication and well-being of the National Army of the Republic of China, they found that the leadership style has a significant positive impact on well-being. When the leadership style is more inclined to transformational, the subordinates tend to have higher well-being. The research done by Wen (2020) also supported that the transformational leadership style positively impacts subordinates' well-being. Research in business industries (Tu, 2015; Lin, 2015; Ho, 2019; Huang, 2019) also affirmed that employees have positive well-being when they were led by leaders with transformational leadership behaviors.

3. Research Method and Analysis

This study first collected and reviewed related literature on leadership styles and well-being to understand the relevant theoretical basis. Next, interviews with employees from different departments of M Chemical Company were conducted. A case study was done to obtain data and compare the leadership styles and employees' well-being of the different departments. The results of the analysis could provide enterprises with a reference on how to choose the appropriate leadership style to improve the well-being of employees.

3.1 Case Company Profile

Thailand M Chemical Co., Ltd. is the research object of this study. It is a world-class color chemical product manufacturing company in Thailand that was established in 1990. The factories in Thailand are located in Chonburi and Chachoengsao, and the one in China is in Ningbo. The total area of one factory

is estimated to be as high as 300,000 square meters. Eighty percent of M Chemical's main sales are for export, with an annual production capacity of 20,000 tons. It has professional distributors and agents all over the world to provide comprehensive technical services, and its sales network covers more than 70 countries and regions. The company's core products are leather dyes, textile dyes, and paper dyes. Over the past 30 years, M Chemical has been committed to the vision of *"Becoming the most active color material company in Asia, driving the industry to benefit the society"* and to the mission of *"Benefiting employees, achieving customers, pursuing excellence, and giving back to society"*. It obtained the ISO 9001 Quality Certification in 1997, ISO 14001 Environmental Protection Certification in 2001, OHSAS 18001 Safety and Health Certification in 2009, and ISO 50001 Energy Management Certification in 2012. In 2013 and 2014, it also won the Thailand Green Corporate Award and the Green Industry Level 3: Green System Award.

In addition to providing quality products and upholding social responsibility, M Chemical Company adheres to the concept of *"High-quality employees provide high-quality products"*, offers excellent employee salaries, incentives, welfare systems, and character-first training, and creates a good working environment for its employees. In 2014, it obtained the certification of Happy Soul in the Happy Workplace issued by the Thai Health Foundation. M Chemical Company has been paying attention to the whole-person development of employees since its establishment and has continuously introduced different management techniques and concepts. This research explored the relationship between the leadership style and the employees' well-being of different departments in M Chemical Company in order to put forward appropriate suggestions for helping M Chemical Company to improve the well-being of M Chemical's employees.

3.2 Interviewees

This research used the semi-structured interview method and recruited the employees of four departments of M Chemical Company in Thailand as participants, e.g., the maintenance department, quality assurance department, production department 1, and production department 2. Most of the employees in the maintenance department have served in the case company for more than ten years. They are responsible for the repair and maintenance of the mechanical and electrical equipment of the whole factory and the management of the boiler and the ice machine. Employees assigned in the quality assurance department are responsible for quality inspection of new products from the

research and development unit and products undergoing intermediate trials and ensure that the products provided to customers meet the quality standards. Those in production department 1 are mainly responsible for the manufacture of dyes and the inspection of products during the manufacturing process. Lastly, production department 2 is responsible for the filtration, drying, mixing of dyes, and packaging of some finished products. These four departments are all located in the Chonburi plant of M Chemical Company. Table 1 shows the relevant information about the departments.

Table1: Demographics of the four departments of M Chemical Company in the Chonburi plant

Department Code	Department	Supervisor	Gender	Age	Years of service	Number of subordinate employees
A	Maintenance Department	Mr. N	M	59	24	8
B	Quality Assurance Department	Miss W	F	45	20	8
C	Production Department 1	Mr. T	M	51	27	15
D	Production Department 2	Miss T	F	46	23	16

This study conducted interviews with the employees of each department. At the start of the interview, the research purpose of this study was explained first. The interviewees were required to answer honestly to ensure the authenticity of the interview materials. Written records were also made during the interviews. Recording equipment was used to collect data to ensure its integrity, which was then sorted out and analyzed. The information of the interviewees is shown in Table 2; a total of 8 employees each for the maintenance department and quality assurance department, 15 in the production department 1, and 16 in the production department 2 were interviewed.

Table 2: Information of Interviewees

Department Code	Interviewees	Gender	Age	Years of service
A	A1	M	37	15
A	A2	M	52	10

Department Code	Interviewees	Gender	Age	Years of service
A	A3	M	44	23
A	A4	M	46	23
A	A5	M	33	8
A	A6	M	30	7
A	A7	M	37	7.5
A	A8	M	49	29
B	B1	F	48	30
B	B2	F	31	5
B	B3	F	31	5
B	B4	F	46	20
B	B5	F	47	24
B	B6	F	39	16
B	B7	F	24	14
B	B8	F	30	9
C	C1	M	37	14
C	C2	M	40	16
C	C3	M	43	13
C	C4	M	40	17
C	C5	M	52	26
C	C6	M	39	3
C	C7	M	40	21
C	C8	M	36	14
C	C9	M	47	23
C	C10	F	25	2
C	C11	M	35	4
C	C12	M	36	13
C	C13	M	26	2
C	C14	M	55	25
C	C15	F	31	8
D	D1	M	37	15
D	D2	M	30	5
D	D3	M	46	3
D	D4	M	37	10
D	D5	M	31	6
D	D6	M	23	1
D	D7	M	42	17

Department Code	Interviewees	Gender	Age	Years of service
D	D8	M	31	11
D	D9	M	42	22
D	D10	M	30	6
D	D11	M	22	0.4
D	D12	M	57	30
D	D13	M	50	22
D	D14	M	53	28
D	D15	M	45	17
D	D16	M	32	10

3.3 Interview Outline

Interviews for this study will be conducted at the Chonburi plant of M Chemical Company. During the interview, text records will be made and recording equipment will be used to record the data to ensure the integrity of the data. The interview outline for this study is as follows:

1. How many years have you worked in M Chemical Company?

2. What is your job description?

3. How would you describe your supervisor's leadership style?

4. When the supervisor handed over the work, will he or she explain the rewards after achievement, or use rewards to encourage you?

5. When your work performance does not meet the supervisor's expectations, does the supervisor often use punishment to correct it?

6. Do you respect your supervisor and agree with him or her? Does he or she have charisma? Does he or she make you trust and want to follow?

7. Will your supervisor give you a clear work goal? And give you affirmation and recognition of your contribution after you achieve it?

8. Does your supervisor encourage you to think and solve problems? Does he or she allow you to express disagreement without blaming?

9. Does your supervisor understand your individual needs and characteristics, and provide timely help and care?

10. How satisfied are you with your current life?

11. How do you interact with the people around you?

12. What is the current state of your body and mind?

13. How fulfilling do you feel about your current job?

14. Do you think the leadership style of your supervisor has affected your happiness and well-being? What traits or practices of the supervisor make you feel this way?

3.4 Triangulation

The reliability and validity of this study was examined using the triangulation principle of Densin & Lincoln (1994), which was carried out from the three aspects of research methods, data sources and researchers. In terms of research methods, in-depth interviews are the main method, supplemented by observation of the interviewees. After the interview records are completed, the interviewees will be asked to help confirm the accuracy of the interview materials again. In terms of data sources, the interview information of all the interviewees is stated from their working environment, and the interview records are also faithful to the answers of the interviewees. As for the researcher, the researcher faithfully presents the interview information from an objective standpoint, without adding the researcher's personal emotional point of view, making the research data believable(Lan, Lo, & Lee, 2018).

4. Results and Discussion
4.1 Results

The results of the interview showed that the leadership styles of managers and employees' well-being in the four departments of Thailand's M Chemical Company were different. Table 3 summarizes the leadership styles of the managers, and Table 4 summarizes the well-being of the employees in the four departments.

4.1.1 Leadership Styles

In the comparative analysis of the departments, the nature of work and the number of people in each department are different. Thus, the leadership styles displayed by department heads are also different. The maintenance and quality assurance departments have multiple tasks requiring employees to demonstrate their ability to solve problems, so the supervisors have shown leadership characteristics comparable to those of inspirational motivation and intellectual stimulation. In addition, the maintenance department and the quality assurance department each have eight employees only, which makes it easier for the managers to focus and ask about the concerns of every subordinate. In contrast, the tasks performed by the employees in production department 1 are relatively fixed and repetitive. Therefore, in terms of leadership, management by exception behaviors are mostly utilized, such as using warning sheets to maintain employee discipline and ensure that the chemical reaction of the product during production can meet the standards. Mr. T, the supervisor of production department 1, allows employees to carry out the chemical synthesis

of the product according to the manufacturing process and only intervenes when there is a problem or the employee makes a mistake. This is typical of the management by exception of transactional leadership.

The job of production department 2 also needs to be managed according to the production process, but because the main work does not involve chemical reactions, employees have space to deal with work problems. Miss T, the supervisor, often uses oral blame and warning sheets, which are examples of management by exception behaviors, to ensure that employees can work according to standards. At the same time, she also uses inspirational motivation and intellectual stimulation leadership styles to encourage employees to learn how to solve work problems. The number of people in production departments 1 and 2 is more than 15, which makes it impossible for the two department heads to give the same amount of attention to each employee. Thus, they do not have the leadership characteristics of individualized consideration in transformational leadership. Further, some respondents reported that the supervisor favors some employees. Therefore, due to the differences in the number of workers and tasks, the leadership styles used by the department heads are also different.

The interview analysis showed that Mr. N, the supervisor of the maintenance department, and Miss W, the supervisor of the quality assurance department, showed all behavior dimensions of transformational leadership. Mr. T, the supervisor of production department 1, demonstrated the behavior of management by exception. Miss T, the supervisor of production department 2, demonstrated the management by exception of transactional leadership and inspirational motivation and intellectual stimulation of transformational leadership.

Table 3: Comparison of Departmental Differences in the Supervisors' Leadership Styles

Department	Supervisor	Leadership Style Dimension
Maintenance Department	Mr. N	Charisma Inspirational Motivation Intellectual Stimulation Individualized Consideration
Quality Assurance Department	Miss W	Charisma Intellectual Stimulation Individualized Consideration
Production Department 1	Mr. T	Management by Exception

Department	Supervisor	Leadership Style Dimension
Production Department 2	Miss T	Management by Exception Inspirational Motivation Intellectual Stimulation

4.1.2 Employee Well-being

The leadership styles shown by the supervisors of the maintenance department and the quality assurance department tend to be transformational leadership, and the well-being dimensions of employees in these two departments include life satisfaction, interpersonal relationship, physical and mental health, and work achievement. The interview responses of the employees under the two departments showed that they believed that the supervisor's leadership style has an impact on their sense of well-being and that the leaders have shown the qualities typical of individualized consideration and intellectual stimulation. Further, it was found that when supervisors exhibit transformational leadership styles, employees exhibit satisfaction in all dimensions of well-being.

The leadership style shown by Mr. T, the supervisor of production department 1, tends to be transactional leadership, and the only dimensions of well-being that employees in this department feel satisfied with are interpersonal relationships and physical and mental health. Nearly half of the employees in production department 1 said that the leadership behavior of the supervisor has no influence on them, and most of them think that it is better to complete the work assigned to them. The supervisor does not provide employees with authority to solve problems at work, which means that he uses leadership behavior, that is, management by exception; this makes several employees dissatisfied with their work achievements. The results obtained also demonstrated that the supervisor who only exhibits the characteristics of transactional leadership resulted in employees feeling less satisfaction in several dimensions of well-being. Meanwhile, those belonging to the maintenance department and quality assurance department, where the supervisors exhibit transformational leadership behavior, have better satisfaction in most dimensions of their well-being.

The supervisor of production department 2 exhibited transactional leadership and transformational leadership styles at the same time. The employees in this department were satisfied with life satisfaction, interpersonal relationship, and physical and mental health dimensions of their well-being. Most employees believed that the use of emotional control and management by exception by their supervisor can affect their perceived well-being.

Previous studies have shown that when the supervisor exhibits the characteristics of transactional leadership and transformational leadership at the same time, the employees' level of satisfaction with their well-being is between that of the employees belonging to the department with a supervisor using transformational leadership and the department with a supervisor using transactional leadership.

Table 4 : Comparison of Departmental Differences in Employee Well-Being

Department	Well-Being Dimension
Maintenance Department	Life Satisfaction Interpersonal Relationship Physical and Mental Health Work Achievement
Quality Assurance Department	Life Satisfaction Interpersonal Relationship Physical and Mental Health Work Achievement
Production Department 1	Interpersonal Relationship Physical and Mental Health
Production Department 2	Life Satisfaction Interpersonal Relationship Physical and Mental Health

4.2 Discussion

Based on the above analysis, this study deduced the propositions enumerated below. Data collection and analysis are needed to further verify these propositions in the future.

Proposition 1: If the job requires employees to demonstrate problem-solving abilities, supervisors should exhibit the leadership characteristics of intellectual stimulation and inspirational motivation.

Proposition 2: In a department with a small number of people, the supervisors often show the leadership characteristics of individualized consideration.

Proposition 3: If the tasks are relatively fixed and there is no need to make too many changes in the manufacturing process, the supervisors often show the leadership characteristics of management by

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exception.

Proposition 4: If the leadership style is transformational leadership, employees tend to have deeper and more positive feelings about the four dimensions of well-being, namely: life satisfaction, interpersonal relationship, physical and mental health, and work achievement.

Proposition 5: If the leadership type is transactional, employees tend to feel less satisfaction in the four dimensions of well-being than those belonging to the departments where supervisors use transformational leadership behaviors.

Proposition 6: When the supervisor exhibits the characteristics of transactional leadership and transformational leadership at the same time, the degree of well-being felt by employees is between that of employees in the department with a supervisor using transformational leadership and those in the department with a supervisor using transactional leadership.

Based on the interview results of this study, it can be seen that different leadership styles have different contextual relationships with employees' well-being. The suggestions provided below for the case company could be used as a reference for future management.

1. Suggestions for the Case Company

Thailand M Chemical Company can improve employees' well-being by helping the supervisors of various departments to adopt transformational leadership behaviors. Based on the existing Happy Workplace Certification Program, enterprises can help department supervisors understand the impact of different leadership styles on employee well-being through training, and teach them how to apply the characteristics of transformational leadership to daily management and the process of leading a subordinate. By improving in this aspect, employees' level of satisfaction with their well-being related to their basic needs (as promoted in the Happy Workplace Certification Program) could increase. Further, they could have more positive and pleasant feelings at work and better interactions with their supervisors and peers. All these could lead to improved job performance and loyalty to the company.

2. Suggestions for Department Supervisors

Because different departments have different organizational structures, job descriptions, and requirements for employees, supervisors will have different choices in their leadership styles. When the number of employees in the

department is small, and the job emphasizes the ability to deal with problems, the department supervisor can improve employee well-being through transformational leadership, which includes behaviors such as being a model at work, recognizing employee contributions, providing employees authority, and caring for employees.

When the department needs to emphasize work standards and discipline, the supervisor can use the management by exception of the transactional leadership, in appropriate situations; however, excessive use will have a negative effect on employees' well-being. Excessive laissez-faire and verbal blaming are also leadership behaviors that supervisors need to avoid.

When the department's work requires the use of transactional leadership and the supervisor wants to ensure that employees have high well-being, they can timely demonstrate the characteristics of transformational leadership behaviors when interacting with their subordinates. The two leadership styles can simultaneously be taken into account to satisfy the needs of the department and ensure the improvement of employees' well-being.

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