

A Discourse Analysis of the Exogenous and Endogenous Drivers of Employee Wellbeing in South Africa

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ABSTRACT

In South Africa people management professionals are faced with the challenge of recreating their organisations to ensure that aspects such as core values, culture, strategy, systems, processes and people are fully integrated. However, whilst the focus of employee wellbeing initiatives has been invariably positive (in so far as they aim to improve physical, psychological and social functioning), it cannot be assumed that employees have been positively disposed towards them. Taking this important analysis into consideration, the purpose of this article is to: (i) explore the exogenous and endogenous drivers of employee wellbeing, and (ii) identify how the drivers of employee wellbeing impacts on performance in the workplace. Limited research exists on the feasibility of an overall healthy workplace and on the impact of such workplaces on organisational functioning. This study employs a qualitative content analysis of a comprehensive review of peer-reviewed accredited South African journals, professional papers, regulations and policies. The findings reveal that firstly, the organisational setting (source of exogenous drivers) has direct implication on employees' physical, psychological and behavioural consequences. Secondly, the employee setting (source of endogenous drivers) plays a role in determining the extent to which an employee will display indicators of high or low levels of health and wellbeing in the workplace. Thus, a model is developed which encapsulates interrelated exogenous and endogenous drivers of employee wellbeing which impacts on performance in the workplace

Keywords: Employee Wellbeing, Exogenous, Endogenous, Workplace, South Africa.

1. INTRODUCTION

Workplace issues can lead to poor production or performance, decrease the ability to actually complete work, and possibly lead to legal battles between employers and employees. In a workplace setting, it is therefore important that everyone feels that they are safe and valued, in cases where employees experience personal and work related challenges, positive discipline such as counselling should be applied for improved psychological well-being (Day & Randell, 2014). Employee well-being is therefore an increasingly relevant and necessary consideration in the modern workplace. The total cost of poor employee health globally adds up to over \$580 billion annually of which 20% comes from absence due to illness, workers' compensation, and shorter long-term disability; 40% comes from medical and pharmacy costs; and another 40% comes from lost productivity (Katushabe et al., 2015).

The South African labour relations framework provides a mechanism for employee health interventions. However, there is a lack of specific case law and statutes with regard to dealing with employee wellbeing issues. Employers have to identify work activities that will expose employees to physical and psychological risks, but currently little is done in terms of risk analysis and occupational stress interventions (Sieberhagen, Pienaar, & Els, 2011). In addition, since 1967, output per worker per unit of capital has fallen from R7 297 to R4 924 a year which represents a decline of 32,5% (Moneyweb, 2012; Productivity SA, 2014). Additionally, there has been a 500% increase in sick leave between 2001 to 2013 suggesting some employees take a sick day when suffering only minor ailments and days off without even being ill resulting in an estimated R19,1 billion being lost due to absenteeism every year (Corporate Absenteeism Management Solutions, 2014; Pickworth, 2013). Furthermore, Redman (2015) posits that workplace productivity continues to drop substantially and in South Africa alone, absenteeism is believed to cost the economy approximately R12 billion annually with an estimated percent of the workforce absent on any given day.

Failure to address workplace psycho social factors has been shown to reduce workplace performance. A weak psychosocial environment has been shown to influence the perception of poor health, increase the experience of pain, induce delayed recovery

from musculoskeletal conditions such as back problems and elicit negative coping strategies such as excessive alcohol drinking or over eating (Berry, Mirabito, & Baun, 2010; Brownett, 2015; Gilbreath & Montesino, 2006). Holistically, addressing employee wellbeing needs will help to ensure that organisations have motivated employees by guarding them against an overload of job demands and providing adequate job resources, which would help employees to maintain a healthy balance between the work environment and life outside of work (Jorgensen, Nel, & Roux, 2013). Therefore, the purpose of this conceptual analysis is to: (i) explore the exogenous and endogenous drivers of employee wellbeing, and (ii) identify how the drivers of employee wellbeing impacts on performance in the workplace. This article has three main sections. In the first section I will provide the overview of the literature pertaining to the exogenous and endogenous drivers of employee wellbeing, the next section will highlight the methodology adopted, I will then move on to explore on the findings and conclusions drawn. Lastly I will highlight the theoretical and practical implications.

2. LITERATURE REVIEW/ RESEARCH GAP

2.1 Conceptual Clarification of Employee Wellbeing

Wellness and employee wellbeing are often used interchangeably while other authors consider the two concepts as two separate constructs. For the purpose of this article wellness and employee wellbeing are going to be viewed as separate constructs. On the one hand, wellness is understood as a total person's approach towards improving the quality of his or her life, health and psychological strengths in proactive and positive ways both as member of a community and as an employee. It is acknowledged that wellness is characterised by optimal physical health as well as psychological and social well-being and not by the mere absence of illness (Colling, 2013; Els & De la Rey, 2006). Wellness research requires an understanding that wellness forms part of a holistic integrated system and that it is not only a subpart of a system. Thus, better understanding of wellness, its theoretical and conceptual base and its application in organisations is therefore of paramount importance (Colling, 2013; Giberson & Miklos, 2014). On the other hand employee well-being is simply defined as personal happiness or feeling good and living safely and healthily. Research shows that there is no workplace which is free from stress; workers may find that discussing their workplace stress or challenges with a trained mental health professional is helpful (Cooper & Bevan, 2014; Katushabe, et al., 2015; Salanova, Del Libano, Llorens, & Schaufeli, 2014). With this analysis in mind, employee wellbeing is an integral part of wellness; healthy improvements will not be effectively implemented if employees do not feel good about their wellbeing state (employee wellbeing).

2.2 Conceptual Clarification of Exogenous and Endogenous Drivers

Exogenous drivers of employee wellbeing are drivers that impact employees from an external source. While endogenous drivers of employee wellbeing are drivers that impact employees from an internal source which is inherent within their emotional and/psychological state. The pressure to complete work more rapidly, the constant need to learn how to use the latest technological equipment, and the decreased person-to-person interaction have all impacted on employee wellbeing (Farrell & Geist-Martin, 2005). The section shall explore on some of the key sources of the exogenous and endogenous drivers of employee wellbeing.

Physical health-: The extant literature shows that occupational stress critically affects an employee's physical well-being. First, stress can have a negative physical effect on employees on their performance and execution of duties. Second, the physical attributes of the environment in which employees work may also put their physical health at risk. Of particular importance is the fact that employees suffering from injury are not limited to labourers working in harsh environments, white-collar workers are also at risk. For example, prolonged sitting can cause lower back pain. Evidently, regardless of the position an employee holds, the physical environment can negatively affect his or her physical health (Attridge, Herlihy, & Maiden, 2013).

Psychological health-: There is no single definition of psychological health consistent in the literature, but it can be understood as the absence of distress or a disability otherwise caused by "a behavioural, psychological, or biological dysfunction in [an] individual" (Day & Randell, 2014; Gilbert & Kelloway, 2014). Poor psychological health can manifest in the form of employee dysfunctionality which can render them incapable of properly executing their duties.

Spiritual health-: Communication and organisational scholars have identified that spiritual health is an important component of an organization's well-being (Gilbert & Kelloway, 2014). The literature reveals that the word *spirituality* carries the connotation of religion. However, in organizational terms, spirituality does not mean employees' membership in a particular faith or adherence to dogma (De Klerk, 2005). Rather, organizational spirituality is "an ongoing process of growth and nourishment; wisdom, connectedness, integration, independence, and a holistic apprehending of organizational life" (Farrell & Geist-Martin,

2005). Spiritual health in organizations is about the quality of relationships, the pursuit for individual purpose, and the search for meaning in day to day interaction and how they affect organisational functioning.

Social health:- The relationships among people are the fabric of organizations and shape an organization's culture. An essential consideration from this perspective involves the social conditions that promote a less stressful, healthier lifestyle and the well-being of the whole person in the context of his or her social environment (Farrell & Geist-Martin, 2005). At the individual level, persons must take at least partial responsibility for the quality of relationships in both their personal and professional lives (Cilliers & Ngokha, 2006).

2.3. Regulatory Framework of Employee Wellbeing in South Africa

This section is based on findings by (Sieberhagen, et al., 2011; Sieberhagen, Rothmann, & Pienaar, 2009; Thekiso, Botha, Wissing, & Kruger, 2013; Van der Colff & Rothmann, 2009; Wissing, 2013). Employee health and wellness is not explicitly covered by legislation in South Africa but, they are embedded within statutes. The main employee wellbeing centric statutes in South Africa that influence employee's health and wellness include the Constitution of the Republic of South Africa, the Occupational Health and Safety Act, the Labour Relations Act, the Basic Conditions of Employment Act, the Compensation for Occupational Diseases and Injuries Act, the Unemployment Insurance Act, the Employment Equity Act and the Skills Development Act.

The Constitution of the Republic of South Africa (South Africa, 1996) (Section 23) can have implications for the health and wellness of South African employees. The Constitution states that: *Everyone has the right to fair labour practices; every worker has the right to form and join a trade union, to participate in the activities and programs of a trade union, and to strike; every employer has the right to form an employer's organization and to participate in the activities thereof and every trade union, employer's organization and employer has the right to engage in collective bargaining* (Sieberhagen, et al., 2011).

The Occupational Health and Safety Act (no. 85 of 1993) apply to all employers, with the exception of miners, owners of certain shipping vessels; those exempted by the Minister and temporary employment services. This Act imposes a general duty on employers to provide a reasonably safe and healthy working environment, to provide information, training and supervision as is necessary to ensure health and safety and to report to an inspector any incident in which an employee dies or is injured or when dangerous situations arise. Inspectors are empowered to enter workplaces and examine compliance with the Act (Sieberhagen, et al., 2011)

Facilities Regulations make provision for the following in the workplace: sanitation facilities, facilities for safekeeping, changing rooms, signs for prohibition of smoking, eating and drinking in certain workplaces, dining rooms, drinking water (Sieberhagen, et al., 2011).

The Unemployment Insurance Act (no. 30 of 1966) provides for payment of benefits to employees who have lost their employment through pregnancy or other circumstances beyond their control. The Act only applies if the claimant has been in employment previously and is seeking and willing to accept work, or is unable to find work because of a scheduled illness. This Act can influence the health and wellness of women in that it ensures income while they are on maternity leave (Sieberhagen, et al., 2011).

The Skills Development Act (Act 56 of 1997) (South Africa, 1997b) This Act influences the health and wellness of employees in that it promotes the development of skills levels of employees. Increased skills levels can reduce stress because employees who previously lacked skills will feel more confident and experience less job stress than when they had to perform jobs for which they did not have the necessary competencies.

Employees' duties: Workers must take reasonable precautions to ensure their own health, wellness and safety at work. An employee who acts in a reckless way or damages any safety equipment can be charged and the employer can claim damages from him or her. This indicates that although organisations should take responsibility for the health and wellness of their employees, the individuals must take some responsibility themselves to ensure their own and their colleagues' health and wellness (Sieberhagen, et al., 2011).

Realistically, legislation might be necessary to ensure that the safety, health and wellness of employees are given high priority. However, although health and safety aspects are covered by occupational health and safety legislation, legislation regarding employee wellness still lacks to a large extent in South Africa. Globally, psychosocial stressors seem to be a priority in

industrialised countries, while issues such as dangerous occupations and heavy physical work are important focus areas in developing countries (Sieberhagen, et al., 2011). It is for this reason that balancing work and private life and maintaining an adequate level of mental health is becoming increasingly important for South African employees. Since the first democratic election in 1994, South African companies have become culturally more diverse and more integrated into the global economy, with the accompanied pressure to create a sustainable, global, competitive advantage through human capital (Simons & Buitendach, 2013). Companies also experience a shortage of highly skilled employees resulting in the remaining highly skilled employees carrying a heavy burden of work (Van der Colff & Rothmann, 2009). These changes have affected and stiff affect South African employees' work-life balance and have thus, triggered the need to pay exceptional attention to employee wellbeing (Mostert, Peeters, & Rost, 2011).

The previous sections have highlighted how employee wellbeing being is viewed from a holistic and legislative point of view and brings forth the need to explore on the conceptual framework on employee wellbeing. Thus, the existence of job resources can improve the wellbeing of employees. It can be in the form of organisational support (salary, career opportunities, job security, resources and work ergonomics), growth opportunities (performance feedback, skill variety, task significances, autonomy, learning and development (personal and career), and job rotation) and advancement (career advancement in the form of promotion, more accountability, achievement of career and personal goals and growth) (Jorgensen, et al., 2013). Fig 1 below highlights the conceptual framework for the drivers of Employee Wellbeing which has been adapted from (Salanova, Agut, & Peiró, 2005)

Fig 1 depicts how the conceptualization of how the drivers of employee wellbeing are connected to the affective factors, subjective wellbeing and outcome variables. Affective factors are emotional factors which influence an employee they can have a negative and positive effect. Subjective wellbeing refers to how employees experience the quality of their lives and cognitive judgements. Outcome variable are the resultant effects of wellbeing these are elicited in the form of work ability, health engagement and performance efficiency (Salanova, et al., 2005). Given this understanding, employee wellbeing is a primary resource with reciprocal effects on work related outcomes and has the capacity and capability to affect employee's wellbeing (Avey, Luthans, Smith, & Palmer, 2010).

Focusing on the analysis presented in this section it can therefore be postulated that philosophical, theoretical and empirical analyses research that focuses on the nature, dimensions and dynamics of employee wellbeing at the individual, group, organisational is of paramount importance. Furthermore, many constructs related to the facets of employee wellbeing also need clarification in order to determine to what extent they can be holistically addressed. A number of practitioner-based consulting firms have begun to describe holistic well-being, engagement, and wellness as an integrated set of concepts in managing and building workplaces (Edington, 2006). The notion presented in this case is that for an employee to be fully engaged they need to have a sense of personal well-being. Of particular importance is the fact that there are psychological and physical components of employee well-being that are interrelated. Thus, it is essential to broaden our view on exogenous and exogenous drivers of employee wellbeing and their impact on building healthy workplaces.

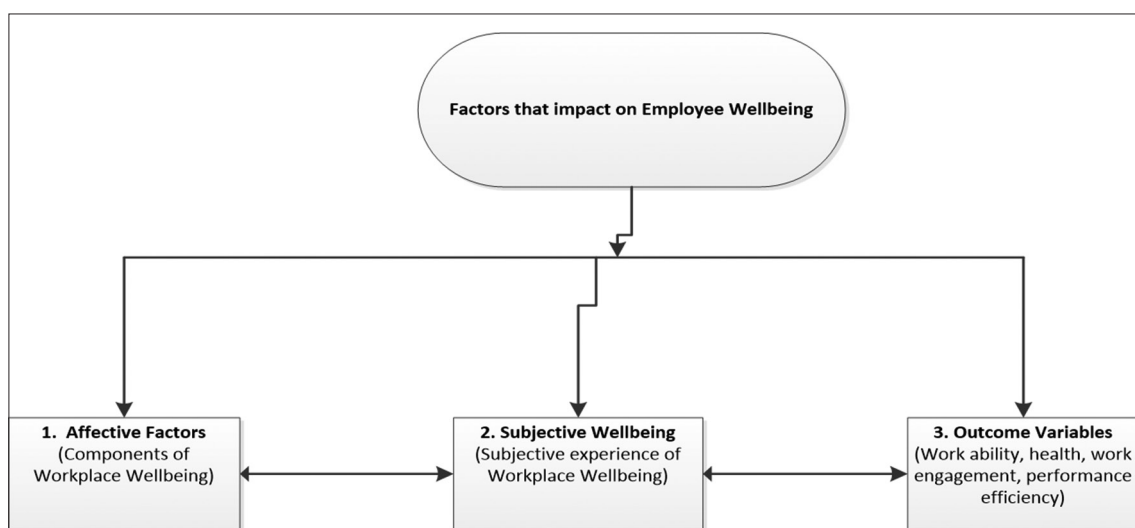


Figure 1: Conceptual framework for the drivers of Employee Wellbeing
Source: Adapted from Salanova, Agut, & Peiró (2005)

3. RESEARCH METHOD

A qualitative content analysis methodology was adopted for the study. Content analysis is defined as a systematic and replicable technique for compressing many words into fewer content based on categorical rules of coding (Eriksson & Kovalainen, 2015). In this research, a broad systematic review of peer-reviewed accredited South African journals, International journals professional papers, regulations and policies was carried out using the South African Bibliographic Information Network (SABINET) and Google Scholar. This included published research articles from 1996 to 2016. A total of 65 articles were analysed. Each article was classified based on its abstract. In a first step, articles were classified as conceptual or empirical or regulatory. Within conceptual papers, each article could be classified as “theoretical” (a new model and/or propositions about Employee Wellbeing), or as “research methods” focusing on methodological developments. The abstracts were then subjected to a second blind analysis to check whether there was agreement on the classification. 13 articles were then left mainly due to the fact they did not address the exogenous and endogenous drivers of employee wellbeing. A deductive thematic data analysis was applied which involved interpreting data from a theoretical background (Eriksson & Kovalainen, 2015; Neuman & Robson, 2012). Based on this approach, two main themes were developed. The first theme was on the drivers of employee wellbeing and the second theme was on how these drivers’ impacts on performance in the workplace. To improve the validity and reliability of the analysis, databases were systematically reviewed and synthesised with a pre-established widely acknowledged categorisation framework. The objectivity and trustworthiness of the data analysis process were maximised by involving an expert employee wellbeing researcher to reaffirm the results.

4. FINDINGS

The findings correlates with most theoretical and empirical findings by (Attridge, et al., 2013; Berry, et al., 2010; Caperchione, Reid, Sharp, & Stehmeier, 2016; Colling, 2013; De Klerk, 2005; Edington, 2006; Els & De la Rey, 2006; Farrell & Geist-Martin, 2005; C. Field & Louw, 2012; McGillivray, 2005; Meyer-Weitz, Baasner-Weihs, & Weihs, 2015; Miller et al., 2016; Patel et al., 2013; Redman, 2015; ServicesSETA, 2015; Sieberhagen, et al., 2011; Sieberhagen, et al., 2009). The philosophical thought system for employee wellbeing in South Africa is a product of various factors including history, culture, norms, values, and religious beliefs. There are important lessons to be learned from understanding the philosophical thought system known as *ubuntu*, which embodies the beliefs, values, and behaviours of a large majority of the South African population. Thus, *ubuntu* is invariably invoked as a scale for weighing good versus bad, right versus wrong, just versus unjust perceptions on employee wellbeing (Mangaliso, 2001). Table 1 highlights the major findings pertaining to the exogenous and endogenous drivers of employee wellbeing in South Africa.

Taking the above summary into cognisance organisations, are or have adopted the following wellness programmes through corporate health care centres which focus on occupational health care, primary health care, preventative health care, curative care, HIV/AIDS Management. Biokinetic Services such as physical fitness testing and program prescription such as wellness workshops, lifestyle evaluations, occupational health and safety, first aid training, disability management, by providing assistance in the management of long term absence due to injury, accidents, ill health, with the focus on the entire process of disability and incapacity. The key issues affecting employee wellbeing in South Africa are health management, regulatory issues, diversity, skills development, work life balance, work related issues and social issues. Thus, exogenous drivers (occupational, policies and regulations, social, workplace environment) and endogenous drivers (Emotional, spiritual, physical health, psychological) will impact negatively or positively on organisational effectiveness and employee productivity and performance. With this analysis in mind, an ENDEX model is proposed which incorporates exogenous and endogenous drivers of employee wellbeing as depicted in Fig 2 below.

5. CONCLUSIONS

Promoting and effectively maintaining healthy workplaces is contingent upon the value attached to the wellbeing of employees`. Hence, understanding the endogenous and exogenous drivers of employee wellbeing relies upon the need to influence existing leadership mental models, behaviour and embed a wellness centric culture. In addition, to improving productivity and performance fostering psychological healthy initiatives through improved wellbeing facilitates personal change, health management and promote a healthy and supportive workplace. Thus, enabling wellbeing centric initiatives provides competitive advantage due to its impact organisational performance and the role it plays in attracting and retaining talent.

6. THEORETICAL AND PRACTITIONER IMPLICATIONS

At the theoretical level, the present findings extend the body of knowledge on the external and internal drivers of employee wellbeing. First, the theoretical basis of employee wellbeing has been tested conceptually through a systematic review of literature.

Table 1: Results summary of the employee wellbeing centric research on the exogenous and endogenous drivers of employee wellbeing

Research summary	Exogenous drivers	Endogenous drivers
<p>This article focuses on the way (s) South African organisations manage their Employee Wellness Programmes (EWP) in order to keep their employees well at work. This feasibility study was milestone in the development of EWPs in South Africa. Resistance to them was clear when they first appeared. This was because many thought that the people who used them were alcoholics. Participation in EWPs was also found to be problematic because employees do not trust their confidentiality. Furthermore, employees saw participation in an EWP as another demand rather than as a resource. Fewer than half of South Africa's top 100 organisations have EWPs, despite the important roles these programmes can play in promoting employee health and wellness and in assisting organisations and employees to adjust to rapidly changing contexts (Sieberhagen, et al., 2011; Sieberhagen, et al., 2009)</p>	<p>Policies/Regulatory Social Occupational Workplace Environment</p>	<p>Emotional Psychological</p>
<p>Research was on how organisations that invest time and resources in an employee wellness culture, with the focus on being proactive rather than reactive, can expect a return on the investment. Chronic exhaustion can cause employees to distance themselves emotionally and cognitively from their work. As a result, they become less responsive to the needs of other people around them or the demands of the task at hand. A strong relationship between exhaustion and cynicism was found. Chronic exhaustion ultimately led to a depleted sense of efficacy. Physical problems resulting from burnout, such as headaches, gastro-intestinal illness, high blood pressure, muscle tension and chronic fatigue (Jorgensen, et al., 2013).</p>	<p>Social Occupational Workplace Environment</p>	<p>Emotional Physical Health Psychological</p>
<p>Results of this study indicated that burnout (emotional exhaustion) was moderately related to work engagement among nurses, while depersonalisation was related to both personal accomplishment and work engagement. Therefore, occupational stress could possibly impact on work engagement through its effect on burnout (emotional exhaustion and depersonalisation). A statistical analysis of the effects of sense of coherence on burnout and work engagement revealed that a strong sense of coherence predicted lower levels of emotional exhaustion and depersonalisation, and vice versa. This result was also found a strong sense of coherence predicted higher levels of personal accomplishment and work engagement, and vice versa (Van der Colff & Rothmann, 2009)</p>	<p>Occupational Workplace Environment</p>	<p>Emotional Psychological Physical Health</p>
<p>The research focused on ethnicity as a unit of analysis in the context of poverty and well-being. It found out that those racial categorisations are not justifiable and in the case of South Africa hide valuable insights. The results of an exploratory analysis suggest that ethnicity allows a more insightful analysis of poverty and well-being than race. Secondly, this article introduces a multiple correspondence analysis (MCA) in the context of subjective well-being research. MCA seems to show that subjective well-being can be regarded as an outcome measure. Furthermore, it was found that there were cultural differences (between the ethnic groups) regarding subjective well-being. It seems that the ethnic groups in South Africa have different conceptions of well-being and that different factors influence their subjective well-being assessments (Neff, 2007).</p>	<p>Social Policies/Regulatory Spiritual</p>	<p>Psychological</p>
<p>The aim of this study was to test the mediating effect of job characteristics (job demands and job resources) and work-related well-being (burnout and work engagement) among employees working in the construction industry in South Africa. The hypothesized model was on the JD-R model, the E-R model and the Conservation of Resources theory. The findings supported the idea of a health impairment process that is influenced by job demands and a lack of job resources. A lack of job resources was more strongly related to negative WHI (-0.41) compared with job demands (0.29) and was also directly related to burnout (-0.51). The role of job resources in the motivational process was also confirmed—job resources were strongly related to positive WHI (0.43) and work engagement (0.57). It also appeared that positive spillover from work to family is related to work engagement. Therefore, when employees have sufficient job resources (in this sample, autonomy and social support), it may lead to positive experiences at work, which spill over and enrich the home life, further building vigour and dedication (Mostert, et al., 2011).</p>	<p>Occupational Social Workplace Environment</p>	<p>Emotional Psychological Physical Health</p>
<p>Research focused on establishing a relationship between vigour and the security/stability career orientation among employees. Participants, who experienced a high need for job security, as represented by jobs that offer benefit packages and long-term employment, appeared to have lower levels of energy and seem to be less willing to invest effort in their work due to their overriding need for employment security. In this regard, the findings showed that participants employed as temporary contractors appear to place a significantly higher value on job security, which may explain their significantly lower levels of work engagement than those permanently employed. The results further show that job security as a source of job stress relates significantly positively to the security/stability career orientation and negatively to vigour (Coetzee & De Villiers, 2010)</p>	<p>Occupational Workplace Environment</p>	<p>Psychological</p>

(Contd...)

Table 1: (Continued)

Research summary	Exogenous drivers	Endogenous drivers
<p>Research focused on the relationship between organisational commitment and work engagement. Well-being did show predictive value for organisational commitment. This is an important and valuable contribution because there has been little research on this relationship. This finding extends the existing body of knowledge on positive psychology in the context of the workplace because well-being plays a part in predicting the positive organisational outcome of affective organisational commitment (Field & Buitendach, 2011).</p>		Psychological Emotional
<p>The findings in this study indicated that positive relationships exist between Psychological Capital (PsyCap) work engagement and organisational commitment. The development of organisational interventions increased call centre employees' personal resources which will, in turn, increase their PsyCap levels and facilitate increased employee wellness. Furthermore, the complementary nature of work engagement and organisational commitment is conducive to long-term performance and sustainable human-based organisational competitive advantage (Youssef & Luthans, 2007).</p>		Psychological Emotional
<p>Rothmann (2005) analysed occupational stressors in 14 different occupations in South Africa and concluded that stress levels are high in workers in some occupations, especially in the health sector (such as hospital pharmacists, nurses and emergency workers), correctional officers, university educators, call centre operators and police officers. Inadequate salaries, colleagues not doing their work, poorly motivated co-workers and insufficient staff were severe stressors identified across many occupations. Statistics show that an average of 10 000 police officers in South Africa are absent from work daily because of high levels of occupational stress. Educators (specifically in secondary schools) in South Africa also seem to experience high levels of stress. 20% of the educators in Gauteng are absent for more than 10 days per year. Executives in South Africa also experience high stress levels. Their stress levels are fuelled by the exchange rate volatility, commodity prices, fluctuating interest rates, changing legislation and empowerment (Sieberhagen, et al., 2011).</p>	Regulatory/Policies Social Workplace Environment	Emotional Psychological Physical Health
<p>The objective of this study was to assess whether background variables, job stress, and personality traits could predict the work-related well-being (work engagement) of police members among police officers. Police members in South Africa are subject to a highly stressful work environment, not only because of the effects of apartheid in South Africa, but also because of a high crime rate as well as the need to transform the SAPS from a "force" to a "service," which the organization has to manage with limited resources. Furthermore, the SAPS was perceived as conflict-prone, not only because of organizational transformation, but also because of the inherent nature of the tasks of police members in a high-crime environment. The results showed that two personality traits (namely emotional stability and low conscientiousness) contributed to burnout. (Mostert, et al., 2011; Mostert & Rothmann, 2006).</p>	Regulatory/Policies Social Workplace Environment	Emotional Physical Health Psychological
<p>In the context of this study, the researchers postulate that satisfying the psychological needs of autonomy, competence and relatedness at work leads people to experience high levels of happiness and psychological well-being. The researchers extended this theoretical model to propose that the happiness of people at work, in turn, leads to increased positive organisational outcomes. The most convincing and consistent findings were obtained with job demands notably work overload and with poor resources, such as lack of social support from co-workers and superiors, and lack of job control (Schaufeli, Taris, & Van Rhenen, 2008).</p>	Occupational	Emotional Psychological Physical Health
<p>The study set out to test a structural model of work-related well-being of educators in South Africa, using a cross-sectional survey design. A good fit was found for a model in which burnout mediated the relationship between job demands/lack of job resources and ill-health, while work engagement mediated the relationship between job resources and organizational commitment of educators. Burnout had a small negative impact on organizational commitment (Rothmann, 2003).</p>	Workplace Environment	Emotional Psychological Physical Health
<p>Volkswagen Group SA has committed itself to investing R1 million annually on employee wellbeing programmes. The company's Health and Wellness Programme follows a holistic and integrated approach which focuses on the following components: comprehensive occupational and primary health care, HIV and AIDS programs, and employee wellness program and health and wellness interventions. (Volkswagen SA, 2015).</p>	Policies/Regulatory Physical Social	Emotional Psychological
<p>Legislation could play an important role in governing employee health and wellness, but that would only involve national government as a role player and might be bureaucratic. It is suggested that the government should advocate for legislation that promotes and protects employee health and wellness and by providing the infrastructure to support a management standards approach (Sieberhagen, et al., 2011)</p>	Policies/Regulatory	

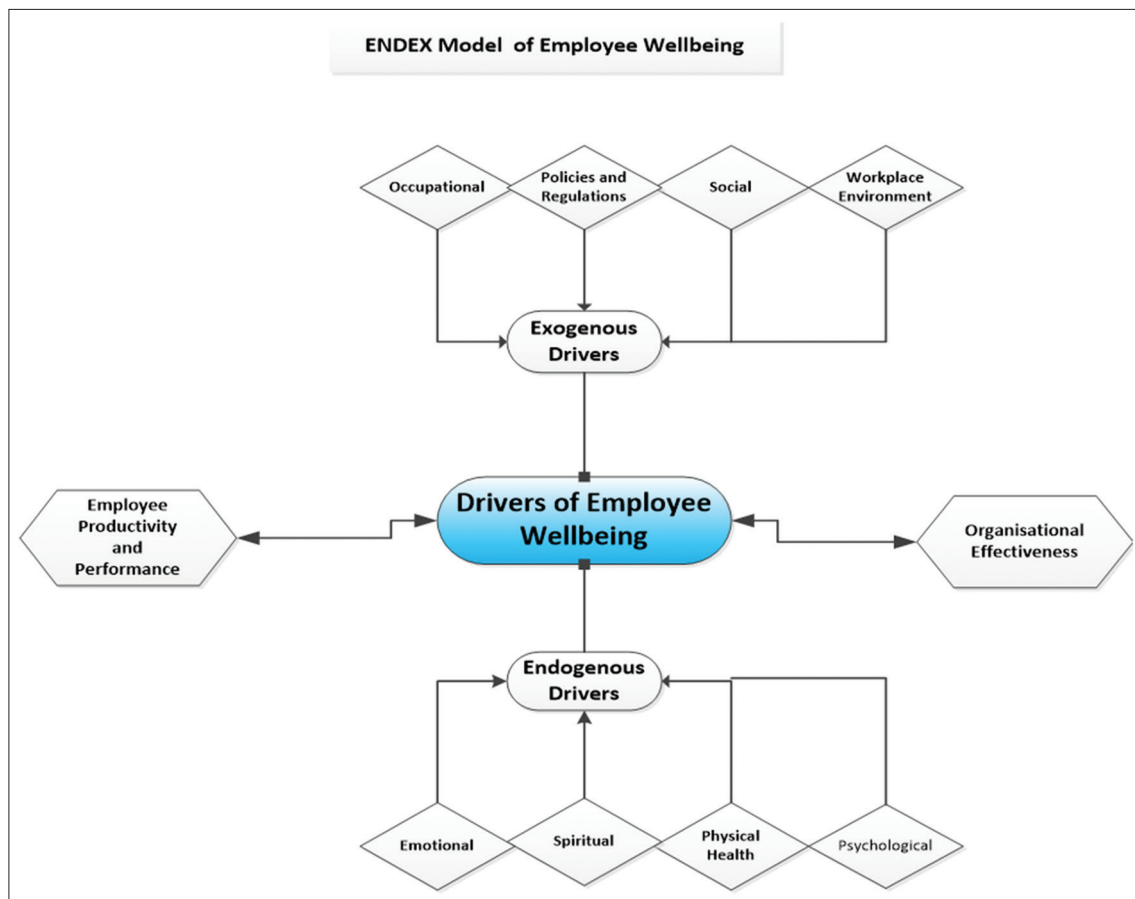


Figure 2:
Source : Nzonzo (2016)

This methodology has proved to be robust and valid using different analyses of journals, professional papers, regulations and policies. Overall, the research gaps concerning employee wellbeing highlighted by previous research by (Johri & Misra, 2014; Kirk & Brown, 2003; Milner et al., 2015; Sieberhagen, et al., 2009) have been addressed in the present study by the proposed ENDEX model. Finally, the ENDEX model holistically provides an illustration of the exogenous and endogenous drivers of employee wellbeing and is grounded not only on research about employee wellbeing but, can also address organisational behaviour and positive occupational health psychology at a multilevel analysis.

From a practical perspective, the findings facilitate a robust and validated methodology not only for understanding the exogenous and endogenous drivers of employee wellbeing but also for identifying the impact on employee productivity and performance and organisational effectiveness. Moreover, the findings also highlight the relevance of improving managerial practices within organisations since it is important not only to generate positive work environments but also to enhance healthy employees and teams as well as to understand better some of the healthy consequences for organizations. Through effective people management practices, interventions might include proper job design, provision of a psychologically safe workplace, collegial working relationships, health centres and provision of counselling centres. In addition, focused training needs to be provided and development stimulated to ensure a competent workforce.

7. LIMITATIONS

The limitation for the study is that the methodology adopted for this article was a systematic review of literature. However, critical insights on the exogenous and endogenous drivers of employee wellbeing have been identified. Future research may be undertaken to empirically test the proposed ENDEX model. Furthermore, a mixed methodology approach incorporating qualitative and quantitative research tools could also be adopted to examine the antecedents of employee wellbeing using a longitudinal design and multivariate analysis.

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