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**The Role of Financial Well-being in Employees' Performance
(Extended Abstract)**

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1. INTRODUCTION

Employee well-being is an important factor for organizational excellence, where the well-being of employees affects the employee's work performance and directly contributes to organizational performance (Jamil et al., 2021) and the country's economy as a whole. When economic and political crises have become more frequent (McGuire, 2015) in the past decade and recent years, coupled with the current ongoing health crisis, working conditions are unpredictable, resulting in poor work-life and disrupting job performance. Measuring and capturing the actions and behaviours that contribute to employees' performance (EP) on the job has been the focus of many researchers for the past 50 years (Fauth et al., 2009). EP is increasingly acknowledged as a multidimensional construct of distinct behaviours influencing overall organizational functioning. Performance assessments often capture more generic behaviours that are not necessarily related to individuals' main duties but are considered significant to overall performance and the job-specific behaviours that characterize the performance. Although studies vary in examining EP determinants, financial well-being (FWB) is typically examined. Similarly, although many factors determine employee well-being for many organizations, FWB is a major concern.

Many industrial and academic research has been conducted to examine the relationship between FWB and EP globally (Barclays, 2014; Chan et al., 2018; Cox et al., 2009; Delafrooz et al., 2010; Jackson & Fransman, 2018; Jamil et al., 2021; Joo & Garman, 1998; Kim, 2000; Mokhtar et al., 2015; Rahim et al., 2018; To et al., 2020; Zaimah et al., 2013). For example, Barclays report (2014) and Joo and Garman (1998) demonstrated that employees' FWB and productivity are positively connected. In the context of Malaysia, studies by To et al. (2020), Rahim et al. (2018), and Mokhtar et al. (2015) agreed that FWB significantly influenced EP. However, Jamil et al. (2021) found an insignificant correlation between personal FWB and work performance.

Although previous studies emphasized the importance of FWB in EP, variations are noted in their research determinants, measurement items, and sampling and sample size, thus yielding mixed and inconsistent results. Furthermore, the study of FWB is relatively new in Malaysia; hence limited Malaysian research has documented the role of FWB in EP in the workplace. Therefore, the role of FWB in EP warrants further investigations.

2. LITERATURE REVIEW

2.1 Financial Well-being (FWB)

The financial landscape is changing, and many organizations, employers, and employees are aware of this situation. Financially unwell employees can result in significant costs to businesses. As a result, organizations and employers are looking for ways to help improve their employees' financial well-being (FWB). Therefore, FWB and EP have become popular research topics due to their importance.

The term FWB tends to be used interchangeably with financial wellness, financial satisfaction, and economic well-being. FWB has been studied in various fields such as marketing, economics, consumer decision-making,

and financial counselling and planning. Thus, there is no universally agreed-upon definition or measurement of FWB (Brüggen et al., 2017). Bank Negara Malaysia (BNM) defines FWB as an individual's ability to meet ongoing financial obligations, stay resilient to income shocks, achieve future financial goals, and make financial decisions to improve the overall quality of life (BNM, 2022, p.52). Other researchers suggest that FWB refers to being financially healthy, happy, and free of financial worry (Joo et al., 2008; Sabri & Falahati, 2012). These definitions denote FWB as the situation where one can meet their current and ongoing financial obligations, feel secure in their financial future, and make choices that allow them to enjoy life.

Research on FWB and EP has attracted researchers worldwide, including in Malaysia. Chan et al. (2018), Delafrooz and Paim (2010), Delafrooz et al. (2011), Dewi-Izzwi and Emenike (2021), Jamil et al. (2021), Zaimah et al. (2013), and Zaimah et al. (2016) are among the researchers who examined the relationship between FWB and EP in Malaysia. Dewi-Izzwi and Emenike (2021), in their study, indicated that FWB influences work performance. In contrast, Jamil et al. (2021) found no FWB and work performance evidence.

In measuring an individual's FWB, subjective perceptions and objective indicators of an individual's financial status are used (Brüggen et al., 2017, Mahdzan et al., 2020; Zaimah et al., 2013). Subjective perceptions include individual satisfaction with their current and future financial situation, whereas objective indicators include income, debt, savings, and financial capability. The present research suggests using the subjective approach as it is a more appropriate measure since an individual can assess his level of FWB, a similar approach by Brüggen et al. (2017) and Mahdzan et al. (2020).

2.2 Employees' Performance (EP)

Employees' performance (EP) is very important for individual employees' growth, the company, shareholders, other stakeholders, society, and overall national economic growth. EP also refers to work performance or job performance which is the individual performance at work. Like FWB, EP is arduous to define and measure due to different or multiple aspects of job-role behaviour assessments (Atatsi et al., 2019). Therefore, researchers describe EP according to contexts. For example, Pawar (2013) defines EP as a task or in-role performance related to completing tasks specified in job descriptions. While Bohlander et al. (2001) and Mathias and Jackson (2000) define EP as the employee's insight to accomplish work goals, fulfil expectations and meet job targets.

EP can be measured and quantified using objective and subjective measures (Bayo-Moriones et al., 2011). The objective tools include key performance indicators, and the subjective tools include productivity per employee, efficiency, output, and satisfaction. This research proposes employing productivity as the measurement of EP. Work productivity is a multidimensional concept with many meanings depending on the context.

3. RESEARCH FRAMEWORK

Prior studies have examined the relationship between FWB and workplace outcomes (Chan et al., 2018; Omar & Yong, 2018; Cox et al., 2009; Delafrooz et al., 2010; Kim & Garman, 2003; Joo, 1998; Joo & Garman, 1998; Kim et al., 2006; Mokhtar et al., 2015; Rahim et al., 2018; To et al., 2020; Zaimah et al., 2013). Financially unwell employees contribute to personal finance-work conflict, low organization commitment, less salary satisfaction, absenteeism, and poor health. Conversely, financially well-off employees would be healthy, happy, and stress-free, making them work productively, efficiently, and effectively. The proposed research hypothesized a significant relationship between FWB and EP. Figure 1 depicts the proposed framework for the study.

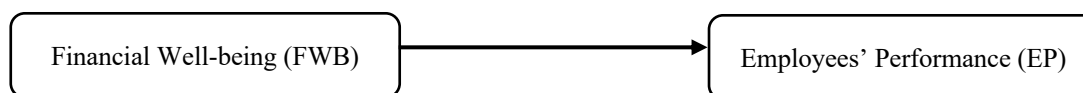


Figure 1. The link between financial well-being (FWB) and employees' performance (EP)

4. DISCUSSION AND CONCLUSION

The importance of economic growth is inevitable for a small country like Malaysia. The growth of an economy depends on its national outputs, and the efficiency of processing the outputs depends on labour, land, capital, and technology. The performance of an individual in a workplace would impact the organizational performance and the overall national performance and productivity. The economic situation represents an unprecedented challenge to the well-being of employees. Therefore, it is fundamental for organizations and employers to care about their people; consequently, their employees can have a healthy work-life balance and contribute to business performance.

The main thrust of this current research is to explore the role of FWB in EP among Malaysian workers. The previous studies found a correlation between FWB and EP. However, their findings varied due to different

constructs, measurement items, and sampling and sample sizes. Therefore, the current research will focus on the subjective measures of both FWB and EP and see if there is a significant relationship between the two.

Given all that has been mentioned, building a holistic understanding of the topic of FWB and its impact on EP is relevant and current. Theoretically, this research adds to the burgeoning literature in the area of FWB and EP. Practically, this research hopes to assist organizations and employers in creating a program to produce a healthy workplace where their employees can flourish, reach their potential, and significantly contribute to their organization's performance. Additionally, this research hopes to help the government track the effectiveness of their policies, which is in line with the Malaysia National Strategy Financial Literacy 2019 - 2023 which aims to improve well-being among Malaysians and the national Shared Prosperity Vision of becoming a high-income nation by the year 2030.

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