

## **A Study on the Impact of Workplace Well-being Initiatives on Employee Performance**

**<sup>1</sup>Dr. Viji R, <sup>2</sup>Dr. I. Shanmugapriya, <sup>3</sup>Dr Urvashi Anand Ohri, <sup>4</sup>Dr. M. Ramesh Kanna, <sup>5</sup>Dr. Sayali Pitambare**

<sup>1</sup>Professor & Director, School of Management, S.A. College of Arts & Science, Chennai.

<sup>2</sup>Associate professor - Human resource management, Post Graduate of Management (PGDM), Rajalakshmi School of Business, Kuthambakkam Post, Poonamalle, Chennai, Tamil Nadu

<sup>3</sup>Adjunct Professor, Exeed College, Sharjah (UAE)

<sup>4</sup>Assistant Professor, Department of Commerce and Management, Srinivasa Ramanujan Centre, SASTRA Deemed to be University, Kumbakonam. Thanjavur

<sup>5</sup>Assistant Professor, Maharashtra Institute of Technology, Chhatrapati Sambhajnagar

### **Abstract**

Workplace well-being has emerged as an important organizational priority, particularly in the information technology (IT) sector, where employees frequently encounter demanding workloads, extended working hours, technological changes, and performance pressures. The present study examines the impact of workplace well-being initiatives on employee performance among IT employees in Bengaluru. Workplace well-being initiatives were examined through five dimensions: physical well-being, mental and emotional well-being, work-life balance, financial well-being, and social well-being. A descriptive and analytical research design was adopted, and data were collected from 400 employees working in selected IT organizations in Bengaluru using a structured questionnaire. Descriptive statistics were used to assess employees' perceptions of workplace well-being initiatives, while multiple regression analysis was employed to determine their impact on employee performance. The results indicate that workplace well-being initiatives have a significant positive impact on employee performance. Work-life balance emerged as the strongest predictor of employee performance, followed by mental and emotional well-being, physical well-being, social well-being, and financial well-being. The findings emphasize the importance of adopting comprehensive employee well-being strategies to enhance workforce performance in the IT sector.

**Keywords: Workplace Well-being, Employee Performance, Work-Life Balance, Mental Well-being, IT Employees, Bengaluru**

### **1. Introduction**

Employee well-being has become an integral component of contemporary human resource management. Organizations increasingly recognize that employees' physical, psychological, financial, and social well-being can influence their ability to perform effectively at work. Workplace well-being extends beyond the prevention of occupational illness and includes organizational practices designed to improve employees' overall quality of working life.

The IT sector is characterized by rapid technological advancement, strict project deadlines, continuous skill requirements, virtual working arrangements, and intense competition. Employees in this sector may experience considerable pressure to maintain productivity while adapting to changing organizational and technological requirements. Consequently, organizations have introduced initiatives such as wellness programs, counselling facilities, flexible working arrangements, health benefits, financial assistance, recreational activities, and employee support programs.

Workplace well-being initiatives can potentially contribute to improved concentration, motivation, commitment, productivity, and quality of work. Employees who perceive that their organizations care about their well-being may also demonstrate greater willingness to contribute toward organizational goals. However, the effectiveness of different well-being initiatives in improving employee performance may vary.

Bengaluru represents one of India's major IT hubs and has a large concentration of technology organizations and professionals. Therefore, examining the relationship between workplace well-being initiatives and employee performance within this context can provide useful insights for organizations seeking to develop effective employee-centered workplace strategies.

## 2. Review of Literature

Guest (2017) explored the link between human resource management (HRM) and employee well-being and highlighted the importance of increasing the focus on an employee-centred HR practice. The study claimed that one-sidedness of organizations on organizational performance is not feasible without caring for employee health and wellbeing. Human resource practices that foster positive work relationships, training, workplace safety, and good working environments may help to enhance employee wellness. The study has important implications for an understanding of the potential of well-being-oriented organizational practices to improve both the employee and the organization.

Salas-Vallina, Alegre and Fernández Guerrero (2018) examined the concept of positive organizational outcomes and its link to happiness at work. The study revealed that those employees who are happier and more satisfied with their work are more likely to exhibit positive workplace behaviours such as OCB. The results indicated that it was possible to proactively improve employees' positive psychological experiences and reinforce their desire to do more than just their assigned jobs in organisations by creating supportive working environments.

Hewett et al. (2018) reviewed employee well-being as a journey in the workplace and called attention to the psychological and affective nature of the day to day working experience of employees. The study showed that the actual environment of the workplace, and employees' perceptions of their working environment can impact on their well-being and functioning. Organisational initiatives that foster psychological health and positive employee experiences can have a positive impact on motivation and employees' ability to perform effectively, reinforcing the role of positive workplace experiences in boosting performance.

In their study, Peccei and Van De Voorde (2019) discussed how the human resource management, employee well-being, and organizational performance are related. The authors argued that HR practices could shape various aspects of employee wellbeing which, in turn, could impact organizational outcomes. The research highlighted the importance of organisations to develop HR systems that are able to support the achievement of HR goals in the context of ensuring the health and well-being of employees. Their work is evidence-based, and contributes to the idea that employee wellbeing should be integrated into strategic HR and performance management work.

Ogbonnaya and Messersmith (2019) explored the connection between workplace practices, employee well-being and performance outcomes. Their research focused on the fact that best practices that involve improving employee performance should also take into account the implications for employee wellness. High levels of employee performance are more likely to be sustained if they have access to suitable conditions in the workplace, support, and resources

within the organisation. The results suggest that there is a need to achieve a balance between productivity demands and employee-focused working practices to boost sustainable organizational performance.

Tisu et al (2020) examined psychological resources, work engagement, well-being and job performance among employees. The study highlighted the importance of positive psychological attributes and employee engagement in helping to account for workplace performance. Staff with higher psychological resources tend to be more likely to stay with their job and exhibit positive performance measures. The results indicate that companies need to embed psychological well-being and employee development interventions in employee performance improvement strategies.

Guerci et al. (2020) investigated HRM configurations focused on well-being and their impact on well-being. Several aspects of wellbeing were examined, such as health, happiness and relational wellbeing. The findings showed that an HR design aimed at supporting workers can have a positive impact on their experiences at the work place. The study highlighted the need to implement integrated systems of well-being and not only isolated activities of well-being, when organizations are interested in achieving sustainable results for their employee and organizational well-being.

Sehrawat and Vij (2020) investigated financial wellbeing of the employees and highlighted financial security as a key element of employee wellbeing. Financial issues can have a negative impact on the state of mind of employees, and their ability to concentrate effectively on job duties, the study showed. Financial well-being efforts can therefore impact employees' overall sense of financial security, including financial education, compensation, insurance, retirement planning and financial assistance. The results serve as indicators of the importance of including financial well-being in a holistic workplace well-being program.

Haider, Jabeen and Ahmad (2021) investigated the psychological well-being and job performance, and emphasized the significance of psychological health of employees in achieving positive work results. The study indicated that a more positive psychological state helps workers cope with the demands of their jobs and to do their job well. Thus, fostering mental and emotional well-being of employees can positively influence workplace functioning and performance. The results support the call for incorporating psychological assistance into workplace wellbeing programs.

Pandya, Khanal and Upadhyaya (2022) have done a systematic scoping review of workplace mental health interventions in India. The authors observed that workplace mental health initiatives were growing in India, but this growth was predominantly of curative interventions, such as workplace counselling services. The review highlighted the importance of the need to have more holistic approaches that combine mental health promotion with organizational policies and practices. The authors also pointed out that more research is required in India on employee mental health, workplace risk factors and workplace mental health interventions. The study is of special relevance for the Indian organizational context.

A systematic review was undertaken by Ferrara et al. (2022) that explored remote work and its impact on employee well-being and performance. The review was used to show that remote working has the potential to have a positive or negative impact based on individual, job and organizational factors. Flexibility and autonomy can enhance employees' work-life experiences, while isolation, communication challenges and work/family issues may have a

negative impact on employee well-being. The results show that a flexible working policy needs to be created to have positive outcomes for both the employee and the employee's performance.

The study by Bett, Sang and Chepkwony (2022) investigated the flexible work arrangement and performance of employees in a work-life balance context. The study emphasised that flexibility in working can help employees to better balance their personal and professional lives. Flexible working hours and associated working practices may be a factor in a better work-life balance and this in turn could have a positive impact on employee performance. The results are relevant to organisations that have become increasingly interested in hybrid working, remote working and flexible working within the employment conditions, such as IT organisations.

To examine the practices and productivity of work-from-home, Gibbs, Mengel and Siemroth (2023) analyzed personnel and analytics data for over 10,000 skilled employees in a large technology firm in India. Employees found to have significantly more hours worked at home and at the same time less productivity, that is, output per hour. Productivity challenges were due to increased coordination activities and meetings and reduced uninterrupted working time. The study is very applicable to the Indian IT employees as it shows that being flexible is not enough to enhance productivity; the roles and workplaces have to be coordinated effectively.

Medina-Garrido, Biedma-Ferrer and Ramos-Rodríguez (2024) investigated work-family balance policies, employee well-being, and job performance. Their research indicated that work-family balance policies can contribute to improved job performance through enhanced employee well-being. Flexible working hours, leave provisions, flexible work locations, and family-supportive organizational practices can assist employees in managing competing responsibilities. Importantly, the findings suggest that merely having workplace policies is insufficient; employees must be able to access and genuinely benefit from those policies for them to positively influence well-being and performance.

Poonam (2025) investigated the relationship between employees' psychological well-being and job performance and examined the moderating role of workplace spirituality. The study collected survey data from 402 service-sector employees and employed descriptive statistics, correlation, and regression analysis. The results demonstrated that psychological well-being positively influences employee job performance. Workplace spirituality was also found to positively moderate this relationship, strengthening the positive effect of psychological well-being on performance. The study provides recent empirical evidence that organizations can enhance employee performance by creating working environments that support employees' psychological well-being and positive workplace experiences.

Although workplace well-being has received substantial research attention, several studies have examined employee well-being as a general psychological state rather than evaluating specific organizational initiatives intended to promote well-being. Furthermore, the relative contribution of physical, mental and emotional, work-life, financial, and social well-being initiatives to employee performance requires further empirical examination. Given the distinctive work environment of the IT sector, an empirical investigation among IT employees in Bengaluru can provide sector-specific evidence regarding the well-being initiatives that most strongly influence performance.

### **3. Objectives of the Study**

1. To assess the workplace well-being initiatives among IT employees in Bengaluru.

2. To examine the impact of workplace well-being initiatives on employee performance among IT employees in Bengaluru.

#### 4. Research Hypothesis

H<sub>0</sub>: Workplace well-being initiatives have no significant impact on employee performance among IT employees in Bengaluru.

H<sub>1</sub>: Workplace well-being initiatives have a significant impact on employee performance among IT employees in Bengaluru.

#### 5. Research Methodology

The present study adopted a descriptive and analytical research design to examine the impact of workplace well-being initiatives on employee performance among employees working in IT organizations in Bengaluru. The population of the study comprised employees working in IT organizations in Bengaluru. Primary data were collected from 400 IT employees using a structured questionnaire. Convenience sampling was employed to select respondents based on their accessibility and willingness to participate in the study.

The questionnaire consisted of statements relating to five dimensions of workplace well-being initiatives, namely physical well-being, mental and emotional well-being, work-life balance, financial well-being, and social well-being, along with statements measuring employee performance. Respondents were asked to indicate their level of agreement with each statement using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

Descriptive statistics, including mean and standard deviation, were used to assess employees' perceptions of workplace well-being initiatives. Multiple linear regression analysis was employed to examine the impact of the five dimensions of workplace well-being initiatives on employee performance. In the regression model, physical well-being, mental and emotional well-being, work-life balance, financial well-being, and social well-being were treated as independent variables, while employee performance was treated as the dependent variable. The overall significance of the regression model and the individual contribution of each predictor were assessed using the F-statistic, standardized beta coefficients, t-values, and significance levels. Tolerance and Variance Inflation Factor (VIF) values were also examined to assess multicollinearity among the independent variables.

#### 6. Data Analysis and Interpretation

**Table 1: Demographic Profile of Respondents**

| Demographic Variable | Category                   | Frequency | Percentage (%) |
|----------------------|----------------------------|-----------|----------------|
| Gender               | Male                       | 232       | 58.0           |
|                      | Female                     | 160       | 40.0           |
|                      | Others / Prefer not to say | 8         | 2.0            |
| Age                  | 21–30 years                | 168       | 42.0           |
|                      | 31–40 years                | 144       | 36.0           |
|                      | 41–50 years                | 64        | 16.0           |
|                      | Above 50 years             | 24        | 6.0            |

|                           |                      |     |      |
|---------------------------|----------------------|-----|------|
| Educational Qualification | Undergraduate        | 72  | 18.0 |
|                           | Postgraduate         | 260 | 65.0 |
|                           | Professional / Other | 68  | 17.0 |
| Work Experience           | Less than 3 years    | 108 | 27.0 |
|                           | 3–6 years            | 136 | 34.0 |
|                           | 7–10 years           | 92  | 23.0 |
|                           | More than 10 years   | 64  | 16.0 |
| Job Level                 | Junior Level         | 132 | 33.0 |
|                           | Middle Level         | 196 | 49.0 |
|                           | Senior Level         | 72  | 18.0 |

The demographic profile shows that 58.0% of the 400 respondents identified as male, 40.0% female and 2.0% other gender category or prefer not to state their gender. As regards age, the respondents were mainly in the age group of 21-30 years (42.0%) followed by 31-40 (36.0%) showing that this sample was largely made up of young and early-middle aged IT employees.

For the educational qualification, 65.0% of the respondents were postgraduates, 18.0% undergraduates and 17.0% had professional or other qualifications. As far as work experience, 34.0% of the employees had 3-6 years, 27.0% had less than 3 years, 23.0% had 7-10 years and 16.0% had more than 10 years. Lastly, 49.0% were working at the middle level, 33.0% at the junior level, and 18.0% at the senior level. The demographic profile overall is an average of the employees based on their age groups, educational qualifications, experience levels and job levels in the IT sector in Bengaluru.

**Table 2: Descriptive Statistics of Workplace Well-being Initiatives**

| Dimension                       | Mean | Standard Deviation | Interpretation |
|---------------------------------|------|--------------------|----------------|
| Physical Well-being             | 3.71 | 0.72               | High           |
| Mental and Emotional Well-being | 3.58 | 0.78               | High           |
| Work-Life Balance               | 3.49 | 0.83               | Moderate       |
| Financial Well-being            | 3.42 | 0.80               | Moderate       |
| Social Well-being               | 3.76 | 0.69               | High           |
| Overall Workplace Well-being    | 3.59 | 0.64               | High           |

The overall mean score for workplace well-being initiatives was 3.59, indicating that respondents generally perceived the well-being initiatives provided by their organizations positively. Social well-being recorded the highest mean score ( $M = 3.76$ ), followed by physical well-being ( $M = 3.71$ ). Financial well-being recorded the lowest mean score ( $M = 3.42$ ), indicating relatively greater scope for organizations to strengthen employee financial well-being initiatives.

**Table 3: Regression Model Summary**

| Model | R    | R Square | Adjusted R Square | Std. Error of Estimate |
|-------|------|----------|-------------------|------------------------|
| 1     | .784 | .615     | .610              | .421                   |

The regression model resulted in an R value of 0.784, which is a good positive correlation between workplace well-being initiatives and employee performance. The R<sup>2</sup> value for this is 0.615, meaning that 61.5% of the variation in employee performance can be accounted for collectively by the programs related to physical well-being, mental and emotional well-being, work-life balance, financial well-being and social well-being. The remaining 38.5% may be accounted for by other factors which were not included in the model used here.

**Table 4: ANOVA – Overall Significance of Regression Model**

| Model      | Sum of Squares | df  | Mean Square | F      | Sig.  |
|------------|----------------|-----|-------------|--------|-------|
| Regression | 111.620        | 5   | 22.324      | 125.91 | <.001 |
| Residual   | 69.860         | 394 | .177        |        |       |
| Total      | 181.480        | 399 |             |        |       |

The regression model was statistically significant ( $F = 125.91$ ,  $p < .001$ ). This demonstrates that workplace well-being dimensions collectively make a statistically significant contribution to explaining employee performance.

**Table 5: Regression Coefficients**

| Predictor                     | B    | Std. Error | Beta ( $\beta$ ) | t     | Sig.  | Tolerance | VIF   |
|-------------------------------|------|------------|------------------|-------|-------|-----------|-------|
| Constant                      | .621 | .148       | —                | 4.196 | <.001 | —         | —     |
| Physical Well-being           | .181 | .039       | .196             | 4.641 | <.001 | .741      | 1.350 |
| Mental & Emotional Well-being | .226 | .041       | .241             | 5.512 | <.001 | .708      | 1.412 |
| Work-Life Balance             | .264 | .039       | .286             | 6.769 | <.001 | .752      | 1.330 |
| Financial Well-being          | .119 | .037       | .132             | 3.216 | .001  | .773      | 1.294 |
| Social Well-being             | .157 | .038       | .171             | 4.132 | <.001 | .764      | 1.309 |

The regression analysis reveals that all five dimensions of workplace well-being initiatives have a positive and statistically significant impact on employee performance.

Among the predictors, work-life balance emerged as the strongest determinant of employee performance ( $\beta = .286$ ,  $p < .001$ ). This indicates that flexible work arrangements, appropriate workload management, leave facilities, and the ability to balance personal and professional responsibilities are particularly important for improving the performance of IT employees.

Mental and emotional well-being was the second strongest predictor ( $\beta = .241$ ,  $p < .001$ ), suggesting that organizational efforts to reduce stress and provide psychological and emotional support can substantially contribute to employee performance.

Physical well-being also had a significant positive impact ( $\beta = .196$ ,  $p < .001$ ), followed by social well-being ( $\beta = .171$ ,  $p < .001$ ). Financial well-being had the comparatively lowest standardized coefficient ( $\beta = .132$ ) but remained statistically significant ( $p = .001$ ).

Tolerance values ranged from .708 to .773, while VIF values ranged from 1.294 to 1.412. These values indicate the absence of serious multicollinearity among the independent variables.

Based on the overall regression model and the statistical significance of the predictors, the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_1$ ) is accepted. Therefore, workplace well-being initiatives have a significant positive impact on employee performance among IT employees in Bengaluru.

## 7. Discussion

The findings of the study demonstrate that workplace well-being initiatives play a significant role in enhancing employee performance in the IT sector. The regression model explained 61.5% of the variation in employee performance ( $R^2 = .615$ ), indicating that physical well-being, mental and emotional well-being, work-life balance, financial well-being, and social well-being collectively contribute substantially to employee performance. The overall regression model was statistically significant ( $F = 125.91$ ,  $p < .001$ ), confirming that workplace well-being initiatives are important predictors of employee performance among IT employees in Bengaluru.

Among the five dimensions, work-life balance emerged as the strongest predictor of employee performance ( $\beta = .286$ ,  $p < .001$ ). This finding indicates that employees' ability to effectively manage their professional and personal responsibilities can contribute considerably to their performance. In the IT sector, where employees may experience demanding project deadlines, extended working hours, remote coordination, and changing work requirements, flexible working arrangements, appropriate workload management, adequate leave provisions, and supportive organizational policies can enable employees to maintain a better balance between their work and personal lives. This finding is consistent with Bett et al. (2022), who emphasized the positive contribution of flexible work arrangements and work-life balance to employee performance. It also supports Medina-Garrido et al. (2024), who found that work-family balance policies can enhance job performance through improved employee well-being.

Mental and emotional well-being emerged as the second strongest predictor of employee performance ( $\beta = .241$ ,  $p < .001$ ). The finding suggests that employees who receive adequate psychological and emotional support may be better able to cope with workplace demands and perform their responsibilities effectively. Organizational initiatives such as counselling facilities, stress-management interventions, supportive supervision, and psychologically safe working environments may therefore contribute to improved employee functioning and performance. This finding is consistent with Haider et al. (2021), who highlighted the importance of psychological well-being in promoting positive job performance, and Tisu et al.

(2020), who emphasized the role of psychological resources, mental health, and work engagement in employee performance.

Physical well-being also had a significant positive influence on employee performance ( $\beta = .196$ ,  $p < .001$ ). Initiatives aimed at promoting employees' physical health, such as ergonomic working conditions, health check-ups, wellness programs, fitness initiatives, and appropriate health benefits, may help employees maintain the physical capacity required to perform their work effectively. This is particularly relevant in the IT sector, where prolonged screen exposure and sedentary working conditions are common. The finding reinforces the broader argument that employee well-being should be incorporated into organizational human resource practices rather than treated as an isolated employee benefit.

Social well-being was also found to have a positive and statistically significant impact on employee performance ( $\beta = .171$ ,  $p < .001$ ). Positive relationships with colleagues and supervisors, effective communication, teamwork, recognition, and an inclusive organizational environment can contribute to employees' sense of belonging and support at work. Such positive workplace relationships may facilitate cooperation and enable employees to perform their responsibilities more effectively. This finding is consistent with the broader perspective of Guest (2017), which emphasizes the importance of employee-centred HR practices and positive workplace relationships in promoting employee well-being and organizational outcomes.

Financial well-being recorded the comparatively smallest standardized coefficient among the five dimensions but continued to have a positive and statistically significant influence on employee performance ( $\beta = .132$ ,  $p = .001$ ). This indicates that financial security and organizational support related to compensation, insurance, financial education, retirement planning, and financial assistance remain relevant to employee performance, although their relative influence was lower than that of the other well-being dimensions examined in the study. The finding is consistent with Sehrawat and Vij (2020), who highlighted financial security as an important component of overall employee well-being.

The findings demonstrate that employee performance is influenced by multiple dimensions of workplace well-being rather than by any single initiative. The significant effects of all five dimensions support the need for IT organizations to adopt an integrated approach to employee well-being that simultaneously addresses employees' physical, psychological, work-life, social, and financial needs. The findings therefore support the rejection of the null hypothesis and acceptance of the alternative hypothesis, confirming that workplace well-being initiatives have a significant positive impact on employee performance among IT employees in Bengaluru.

## **8. Managerial Implications**

## **9. Managerial Implications**

The findings of the study provide important implications for human resource managers and IT organizations. Organizations should adopt a comprehensive approach to workplace well-being rather than implementing isolated wellness activities. Since work-life balance emerged as the strongest predictor of employee performance, greater emphasis should be placed on flexible and hybrid working arrangements, realistic workload allocation, adequate leave provisions, and measures to minimize unnecessary after-hours work. Such practices can enable employees to manage their professional and personal responsibilities more effectively and enhance their overall performance.

Mental and emotional well-being should also receive considerable managerial attention. Organizations can strengthen psychological well-being through confidential counselling services, employee assistance programmes, stress-management initiatives, supportive supervision, and measures for the early identification and prevention of employee burnout. Creating a psychologically safe and supportive work environment can help employees cope with workplace pressures and perform their responsibilities more effectively.

Physical well-being can be promoted through ergonomic workstations, preventive health check-ups, fitness and wellness programmes, health insurance, and health-awareness initiatives. Organizations should also strengthen social well-being by fostering an inclusive workplace environment, encouraging teamwork, recognizing employee contributions, and promoting effective communication and positive relationships between employees and supervisors. Although financial well-being demonstrated the comparatively lowest influence on employee performance, its effect remained positive and statistically significant. Therefore, organizations should also provide appropriate financial well-being support through financial education, insurance protection, retirement planning, and financial counselling. Overall, managers should integrate physical, mental and emotional, work-life, social, and financial well-being initiatives into their human resource strategies to create a supportive work environment and enhance employee performance.

## 9. Conclusion

The study concludes that workplace well-being initiatives have a significant positive impact on employee performance among IT employees in Bengaluru. The regression model indicates that the dimensions of workplace well-being collectively explain a substantial proportion of variation in employee performance. Work-life balance emerged as the strongest predictor, followed by mental and emotional well-being, physical well-being, social well-being, and financial well-being.

The findings reinforce the importance of viewing employee well-being as a strategic organizational investment. IT organizations that provide comprehensive well-being support can create working environments that enable employees to remain physically healthy, psychologically resilient, socially connected, financially secure, and capable of balancing their personal and professional responsibilities. Consequently, well-designed workplace well-being initiatives can contribute to improved employee performance and broader organizational effectiveness.

## 10. Limitations and Scope for Future Research

The study is restricted to IT employees in Bengaluru, and therefore the findings may not be generalized to employees working in other industries or geographical regions. The use of convenience sampling may also limit the representativeness of the sample. Furthermore, the study relies on self-reported responses. Future studies may compare IT employees across different cities, incorporate longitudinal research designs, or examine mediating variables such as employee engagement, job satisfaction, organizational commitment, or psychological empowerment.

## References

Bett, A. K., Sang, H., & Chepkwony, P. K. (2022). Flexible work arrangements and employee performance: An evidence of work-life balance practices. *East African Journal of Business and Economics*, 5(1), 80–89.

Ferrara, B., Pansini, M., De Vincenzi, C., Buonomo, I., & Benevene, P. (2022). Investigating the role of remote working on employees' performance and well-being: An evidence-based systematic review. *International Journal of Environmental Research and Public Health*, 19(19), 12373.

Gibbs, M., Mengel, F., & Siemroth, C. (2023). Work from home and productivity: Evidence from personnel and analytics data on information technology professionals. *Journal of Political Economy Microeconomics*, 1(1), 7–41.

Guerci, M., Hauff, S., & Gilardi, S. (2020). High performance work practices and their associations with health, happiness and relational well-being: Are there any tradeoffs? *The International Journal of Human Resource Management*, 33(2), 329–359.

Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38.

Haider, S., Jabeen, S., & Ahmad, J. (2021). Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and satisfaction with coworkers. *Revista de Psicología del Trabajo y de las Organizaciones*, 37(1), 29–37.

Hewett, R., Hailey, V. H., & Härtel, C. E. J. (2018). Conceptualizing and operationalizing HRM–employee well-being relationships: A review of theoretical frameworks. *Human Resource Management Review*, 28(2), 176–190.

Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodríguez, A. R. (2024). Relationship between work-family balance, employee well-being and job performance. *The International Journal of Human Resource Management*.

Ogbonnaya, C., & Messersmith, J. (2019). Employee performance, well-being, and differential effects of human resource management subdimensions: Mutual gains or conflicting outcomes? *Human Resource Management Journal*, 29(3), 509–526.

Pandya, A., Khanal, N., & Upadhyaya, M. (2022). Workplace mental health interventions in India: A systematic scoping review. *Frontiers in Public Health*, 10, 800880.

Peccei, R., & Van De Voorde, K. (2019). Human resource management–well-being–performance research revisited: Past, present, and future. *Human Resource Management Journal*, 29(4), 539–563.

Poonam. (2025). The moderating role of workplace spirituality in the relationship between psychological well-being and job performance. *Journal of Management Development*, 44(5), 664–675.

Salas-Vallina, A., Alegre, J., & Fernández Guerrero, R. (2018). Happiness at work in knowledge-intensive contexts: Opening the research agenda. *European Research on Management and Business Economics*, 24(3), 149–159.

Sehrawat, K., & Vij, M. (2020). Financial well-being among public and private sector employees: A preliminary study. *International Journal of Financial Management*, 10(2), 17–27.

Tisu, L., Lupşa, D., Virgă, D., & Rusu, A. (2020). Personality characteristics, job performance and mental health: The mediating role of work engagement. *Personality and Individual Differences*, 153, 109644.

