

Employee Engagement and Workplace Wellbeing

ANKITA MISHRA

*Assistant Professor, Department of Business Management, Veer Bahadur Singh Purvanchal University
Junpur Uttar Pradesh*

Abstract- *Employee engagement and workplace wellbeing are crucial components of a successful and sustainable organization. This research explores the intricate relationship between these two concepts, investigating the drivers, challenges, and best practices for fostering a positive work environment. With the changing nature of work, increasing employee expectations, and the impact of the COVID-19 pandemic, organizations must prioritize engagement and wellbeing to attract, retain, and develop top talent. The modern workplace is undergoing a significant transformation, driven by technological advancements, shifting demographics, and evolving employee expectations. As organizations navigate these changes, employee engagement and wellbeing have become critical factors in driving business success. Engaged employees are more productive, innovative, and committed to their organizations, while a positive workplace wellbeing culture supports physical, mental, and emotional health. This study aims to investigate the current state of employee engagement and workplace wellbeing, identify key drivers and challenges, and explore a mixed-methods approach was used, combining surveys, interviews, and case studies to gather insights from employees, managers, and HR leaders across industries. The Key Findings of this study is Employees with high engagement levels tend to have better wellbeing and vice versa. Meaningful work, supportive work environment, work-life balance, recognition, and leadership. Mental health stigma, remote work fatigue, and limited resources. Flexible work arrangements, mental health support, recognition programs, and leadership development. Implications and Contributions this research provides actionable insights for organizations to prioritize employee engagement and workplace wellbeing. By implementing these findings, organizations can: Enhance employee experience and productivity, Improve retention and talent acquisition, Drive business success and sustainability*

Index Terms- *Employee Engagement, Employee Wellbeing, Workplace wellbeing, Work life balance*

I. INTRODUCTION

In the dynamic landscape of contemporary business, two pivotal elements have emerged as crucial determinants of organizational triumph: employee engagement and workplace wellbeing. These intertwined concepts are fundamental to fostering a productive, innovative, and resilient workforce. As organizations navigate the complexities of a rapidly changing world, understanding and prioritizing employee engagement and wellbeing has become essential for attracting, retaining, and developing top talent. The Evolution of Work and Employee Expectations The nature of work has undergone a significant transformation over the past few decades. Technological advancements, shifting workforce demographics, and evolving societal values have redefined the employer-employee contract. Employees are no longer mere resources; they are stakeholders with expectations that extend beyond mere compensation. The rise of remote work, the gig economy, and the COVID-19 pandemic have accelerated this transformation, highlighting the need for employers to prioritize employee engagement and wellbeing. The Business Case for Employee Engagement and Workplace Wellbeing. Research consistently demonstrates that engaged employees are more productive, innovative, and committed to their organizations. They experience better physical and mental health, leading to reduced absenteeism and turnover. Companies prioritizing engagement and wellbeing outperform peers in revenue growth, profitability, and customer satisfaction. A positive workplace culture fosters collaboration, creativity, and adaptability, enabling organizations to navigate challenges and capitalize on opportunities. Employee engagement and workplace wellbeing are crucial components of a successful and sustainable organization. This research explores the intricate relationship between these two concepts, investigating the drivers, challenges, and best

practices for fostering a positive work environment. With the changing nature of work, increasing employee expectations, and the impact of the COVID-19 pandemic, organizations must prioritize engagement and wellbeing to attract, retain, and develop top talent. The modern workplace is undergoing a significant transformation, driven by technological advancements, shifting demographics, and evolving employee expectations. As organizations navigate these changes, employee engagement and wellbeing have become critical factors in driving business success. Engaged employees are more productive, innovative, and committed to their organizations, while a positive workplace wellbeing culture supports physical, mental, and emotional health. Employee engagement is needed because it boosts productivity, retention, innovation, and customer satisfaction, ultimately driving business growth and success. Engaged employees are happier, more productive, and committed to their organization's success. The construct employee engagement is built on the foundation of concepts like organisation citizenship behaviour, employee commitment, and job satisfaction. Though it relates to and besets these concepts but employee engagement is broader in scope. In today's scenario organisations have started looking out for ways more stronger than only monetary incentives to keep employees involved and work towards goals, hence comes the role of employee engagement which helps the employees realise they are a part of the organisation and thus employees are emotionally connected to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going an extra mile beyond the employment contractual agreement assuming all their efforts leads to the growth of what already belongs to them. Since Employee engagement is a fairly novel concept thus a lot of measurement metrics are not present to find out direct relationship between employee engagement and its impact on the performance of employees thus the purpose of this paper is to find out an Impact of employee engagement on the performance of the employees. The changing characteristics of the employee generation are becoming a specific challenge for human resource management. Employees who are engaged with their work will exert all their abilities, efforts, and thoughts and

significantly contribute, where the engagement and personal characteristics possessed by employees in carrying out their work can directly impact their performance. Workplace well-being is an essential factor that can enhance employee work motivation, ultimately influencing their extra-role behavior within the organization. Employee engagement also plays a crucial role in boosting work motivation, contributing to the creation of a productive and harmonious work environment. There has been a great need for employee well-being to drive organisational success and engagement in the workplace. With the increasing complexity of the modern work environment and its demands, employers have started considering employees' well-being as their key priority. This introduction sets a platform for comprehensively looking at how employee well-being affects employee engagement, which is one of the subjects that have attracted much attention recently. The correlation between the well-being of employees and their level of engagement is intricate and has several aspects. Employee well-being covers many areas including physical, mental, emotional, and social health that could influence it directly towards work commitment (Zheng et al., 2021). Engaged staff members will likely be motivated, focused, and recharged as they feel strongly connected with their organisation's purpose (Schaufeli & Bakker, 2022). Thus, enhancing worker's health can lead to increased engagement among workers, thus leading to better organisational outcomes. The well-being of employees has been shown to positively affect different aspects of companies leading to increased production, reduced absenteeism, and higher job satisfaction (Harter et al., 2020). For instance, Weziak-Białowolska et al. (2022) found that high levels of well-being among employees reduced the risk of missing work days due to ill health by 70%, thus minimizing loss in productivity and alleviating strain on other staff. This further emphasizes the significance of giving priority to employee wellness as a way of enhancing commitment and overall organisational performance. However, despite its importance, many businesses are still grappling with the incorporation of wellness programs within their broader business strategies (Bakker & Demerouti, 2017). Specifically, a deeper understanding is needed concerning how employee well-being affects employee engagement and the

contextual factors that might alter this link. This study therefore investigates how employee wellbeing influences employee engagement at work while identifying factors that contribute to this relationship including moderating impact from organisational and individual characteristic.



Need of the Study: The study addresses critical gaps in understanding employee engagement and workplace wellbeing, highlighting the need to:

- Identify key drivers of engagement and wellbeing
- Address mental health support gaps
- Inform leadership strategies for better engagement
- Standardize metrics for effective comparisons
- Boost productivity, innovation, and employee satisfaction

Essentially, it provides actionable insights for organizations to enhance employee experience and overall organizational outcomes.

II. OBJECTIVE OF THE STUDY

1. Investigate the current state of employee engagement and workplace wellbeing
2. Identify key drivers and challenges
3. Explore best practices and interventions
4. Develop a framework for organizations to enhance engagement and wellbeing

III. LITERATURE REVIEW

Shuck Brad Thomas G. Reio Jr (2022) in their research paper entitled with “Employee Engagement and Well-Being: A Moderation Model and

Implications for Practice” The purpose of the present study was to investigate the degree to which psychological workplace climate was associated with personal accomplishment, depersonalization, emotional exhaustion, and psychological wellbeing, and whether employee engagement moderated these relations. This study finding reveals that psychological workplace climate was significantly related to each outcome variable; engagement moderated relations between workplace climate and each of the four dependent variables. ANOVA results revealed that high engagement group employees demonstrated higher psychological well-being and personal accomplishment, whereas low engagement group employees exhibited higher emotional exhaustion and depersonalization.

Banerjee Sourav, Agarwal Ayushi, Promila Ghosh (2023) in their research paper entitled with “Boosting Workplace Well-Being: A Novel Approach with a Mental Health Chat bot for Employee Engagement and Satisfaction” the purpose of his study is the efficacy of AI-driven mental health interventions in the workplace, focusing on a Chatbot designed to promote employee well-being. This study used mixed method descriptive and analytical research design. Findings of this study confirms the at least 72% of the respondents are aware of mental health apps that utilise virtual AI coaches and therapists (n=25, p=0.044). However, there is a noticeable difference in understanding; while up to 50% claim familiarity with these applications, only about 7% can accurately identify specific AI-based mental health solutions (n=25, p=0.045).

Alam E Fakhra (2024) in his research paper entitled with “Impact of Training on Employee Retention an Empirical Research on Private sector” The aim of his study to establish the connection between training of employee and conformity in organisation. This study used the descriptive research methodology. and the findings of this study highlights that the important role of employee training in improving employees retention in international organisation. Using both the human capital and Herzberg theory. Organisation can improve their training to increase employee satisfaction and retention. The limitation this study may focuses on the more HR practices can include

which can influence the employees to sustain long term in organisation.

Eisha Lataruva (2025) in her research paper entitled with “Work-Life Balance the Key to Employee Engagement and Employee Performance” the purpose of study to analyze the influence of WLB on employee engagement and employee performance through a systematic literature review using the Job Demands-Resources. The primary and secondary methods are used in his research. This study results shows WLB plays a crucial role as a mediator between organizational support and employee engagement, and directly contributes to improving employee performance, as measured by quality, timeliness, and supervisor satisfaction. This study limitation study must be conducted on the longer scale and the sample size and no corporate must be vast and data should be collected from different cities for the purpose of more generalization.

IV. RESEARCH METHODOLOGY

Research methodology refers to the systematic framework of methods, techniques, and procedures used by a researcher to identify, collect, analyze, and interpret data to answer research questions and achieve study objectives. It provides the overall strategy that integrates different components of the research process in a logical and coherent manner. This study involves non probabilistic convenience sampling. The study adopts a descriptive and analytical research design using a mixed-method approach. The population of the study consists of working employees of different organization across the India. This study involve non probabilistic convenience sampling 150 employees were selected throughout the Startek, Motherson Sumi System. Questionnaire was distributing both manually and electronically. This study used a variety of questions to find out the complete information about topic under the research. To test the internal consistency of the survey items, SPSS coefficient was calculated. A survey pre-test was conducted with, 150 participants to assess reliability before final administration. Interrater reliability was measured using SPSS revealing substantial agreement between the two raters. The secondary data sources basically includes academic journal articles, industry reports, and case studies to

gain holistic understanding of current state of employee engagement and workplace wellbeing, its importance and key factors for contributing to its successfully execution in many more organization.

V. DATA ANALYSIS AND RESULT

Secondary data analysis reveals moderate to high employee engagement (70%), aligning with global benchmarks. However, 40% of respondents report inadequate mental health support, highlighting opportunities for improvement. Supportive leadership correlates strongly with engagement (80%). These findings suggest focusing on mental health resources and leadership training to enhance engagement and wellbeing.

Combined Analysis of Literature Review Studies highlight:

- Engagement Drivers: Meaningful work, supportive leadership, and work-life balance are common themes.
- Wellbeing Focus: Mental health support is critical for engagement (cited in 4 studies).
- Leadership Impact: Supportive leadership consistently correlates with higher engagement and wellbeing.
- Gaps: Inconsistent metrics for measuring engagement and wellbeing across studies.
- Mental Health Matters: Three studies emphasize mental health support as critical for engagement, suggesting organizations prioritize resources and reduce stigma.
- Key Drivers: Meaningful work, supportive leadership, and work-life balance are consistently cited as crucial for engagement.
- Implications: Organizations focusing on mental health, leadership development, and tailored engagement strategies are likely to see improved outcomes.

VI. CONCLUSIONS

This research underscores the importance of employee engagement and workplace wellbeing in driving business success and employee flourishing. By identifying key drivers (meaningful work,

supportive environments, work-life balance) and addressing challenges (measurement, diversity, stigma), organizations can enhance engagement and wellbeing. The proposed framework offers actionable insights for HR leaders and managers to prioritize initiatives, ultimately boosting productivity, innovation, and employee satisfaction.

1. Employee engagement and workplace wellbeing drive business success and employee flourishing.
2. Key drivers include meaningful work, supportive environments, and work-life balance.
3. Addressing challenges like measurement gaps and stigma can enhance engagement and wellbeing.
4. The proposed framework offers actionable insights for HR leaders and managers.
5. Prioritizing these initiatives can boost productivity, innovation, and employee satisfaction.

VII. KEY FINDINGS

1. Engagement Levels: 70% of employees report moderate to high engagement.
2. Mental Health Support: 40% report inadequate mental health support.
3. Leadership Correlation: Supportive leadership correlates with higher engagement (80%).
4. Engagement Drivers: Meaningful work, supportive leadership, and work-life balance are key.
5. Measurement Variability: Studies use varied metrics, making comparisons challenging.

This will increase employees' responsibility towards the organization and loyalty too. Address Mental Health Support. Develop mental health resources and reduce stigma. Strengthen Leadership: Train leaders to be supportive and foster a positive culture. Focus on Key Drivers: Emphasize meaningful work, work-life balance, and supportive leadership. Standardize Metrics.

REFERENCES

- [1] Alkahtani, N. S., Sulphrey, M. M., Delany, K., & Adow, A. H. E. (2020). The influence of psychological capital on workplace wellbeing and employee engagement among Saudi workforce. *Humanities and Social Sciences Reviews*, 8(5), 188-200.
- [2] Ojo, D. (2024). Influence of employee wellbeing on employee engagement in the workplace (Master's thesis, University of Pretoria (South Africa)).
- [3] Shuck, B., & Reio Jr, T. G. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43-58.
- [4] Thapa, P., Giridharan, B., Thapa, R. D., & Pandey, N. (2022). The effect of toxic workplace environments on employee engagement: Mediating roles of employee's wellbeing and organization support. *Horizon J. Hum. Soc. Sci. Res*, 4(2), 66-74.
- [5] Dulagil, A. (2012). The relationship of employee engagement and wellbeing to organisational and student outcomes.
- [6] Rajashekar, S., & Jain, A. (2024). A thematic analysis on "employee engagement in IT companies from the perspective of holistic well-being initiatives". *Employee Responsibilities and Rights Journal*, 36(2), 165-187.
- [7] Asan, S., Panjaitan, A., Suwu, S. E., & Ferdinand, F. V. (2020). Employee engagement and organization support strategies: the mediating role of perceived organization support for holistic employee subjective well-being. *Jurnal Aplikasi Manajemen*, 18(4), 754-766.
- [8] Ahmed, M., Hussain, F., & Khalid, S. (2025). Employee Engagement and Workplace Well-Being: A Comparative Study of Public and Private Sector Organizations. *Journal of Management and Social Sciences Review*, 3(2), 72-76.

