Employee well-being and Organisational Growth

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Executive Summary

The research finds the connection between employee well-being in an organisation with organisational growth and well-being. It is seen that organisational well-being or growth rate will depend positively on the well-being of the employees since employees are the human resource of the organisation that defines the functional capabilities of an organisation. Poor work condition of organisations like stress and work pressure deteriorates the well-being of the employees, and they become ill, both physically and mentally. The illness of the employees reduces the productivity level of the organisations, which in turn diminishes the organisation's well-being and growth.

The research introduces the topic by explaining the background of it, and then in the next section, the aims of the research are stated. The following sections cover the rationale for performing the research, the relevance of the research. The introduction part ends with the research questions. The next chapter of this dissertation is the literature review which is divided into four parts and discussed in brief for the support of the study. Then in the third & fourth chapters, research problems are discussed relating to the research objective.

The fifth chapter is the methodology part, where the sections of performing research are discussed. The first section introduces the methodology then the particular research philosophies, approach and strategies are considered for this research. The analysis was done with the help of primary data gathering and using graphical representation to express the data. The data are gathered by surveying 100 respondents in which those 100 respondents are employees of different large multinational corporations or organisations in India. The respondents are sent the questionnaire form through email, and the data will be represented with pie charts. The graphical representation that is used in the study is the Pie chart. The final chapter is a conclusion of this study along with the recommendation, future aspects and suggestions.

Submission of Thesis and Dissertation

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4

Table of Contents

List of Tables

List of Figures

1. Introduction

1.1 Background

Work plays a significant role in the life of individuals. Work is fundamental for the well-being of the individuals and their dependents as it enables them to meet their daily requirements that include social and financial matters (Agrawal, 2019).Therefore, it helps in providing individuals with the improved chances of experiencing financial, health, and social advantages in life. Thus, at the time of acknowledging the significance of the work and the contribution towards well-being, it is considered to be equally vital to identify the negative effect of the workplace environment on the health as well as the protection of the individuals (Holman, Johnson and O'Connor, 2018). Excessive work pressure often leads to harm to the health of the individuals; therefore, the work should be simpler and less to the diffusion of technology, globalisation, and economic liberalisation. The definition of employee well-being consists of several components that contribute to the satisfaction of the employees in every area of life like relationship, work, emotional, physical, community, financial as well as spiritual health (Nielsen et al., 2017). Hence the organisations should be motivated in fostering the organisational culture of the well-being of employees because it acts as both the key driver and competitive advantages towards the success of the business.

The urbanised world is currently motivated by the knowledge-based economy that influences the quantity of jobs. With the advancement of technology, the organisations and the workplace both are dependent on the information and technology that needs employees who possess specialised skills thereby making the individuals work hard for retaining their position in the organisations. Hence retaining employees is vital for the achievement of the organisations' success (Pawar, 2016). It has been found in India that a typical person spends almost one-third of their grown-up life at their workplace. To feel functioning and competent at work; the main component of the individual's well-being. The experience of a higher level of prosperity has been integrated with the array of positive attitudes into the workplace.

With the negative work impacts, the employee's well-being has been affected. The employee's well-being is also vital for the success of the organisations; hence it should also be the best interest of the organisations to promote and support well-being at the workplace (Neumeier et al., 2017). It has also been identified that employees in India experience high level of stress, and the stress occurs when there is apparent equity among the demands and the personal resources in the given circumstances. Moreover, the stress is directly linked with

the decrease in productivity and minimisation of the profit. Hence it prompts the organisations on implementing the stress minimisation interventions.

It is stated that there are five fundamental elements of well-being for an individual to continue a healthy life. Those are the physical, social, financial, community, and purpose. Therefore, maintaining employee well-being will provide them satisfaction with their daily life activities and also the inspiration in achieving the goals (Carolan, Harris and Cavanagh, 2017). The occupational health psychologists have stated that maintaining employees' well-being provides a satisfactory or proper way of existence into the organisations. It is a state that is characterised by happiness, health, and success or prosperity as well as helps in achieving financial security.

Furthermore, a report generated in terms of drawing research on organisational success and employee well-being suggests that embracing the well-being of the employees includes resilience and sleep (Sprigg et al., 2019). Therefore, the well-being of the employees is referred to as the active state of pursuing life skills and health to achieve the emotional as well as physical health and also financial security. It gives confidence to the employees to possess the capability to sustain within the organisations and also being productive ones.

The organisations have been changing with time regarding the response of the array of technological, economic, political, legal, and socio-cultural forces around the world. Hence it is creating a complicated impact on the markets and also on the staff and employees (Lai and Lin, 2017). The work nowadays is completely knowledge-based, and thus it offers increased responsibilities, tremendous learning opportunities, and better compensation. Still, it also creates adverse effects on the health of the employees owed to the changing organisational needs and their actions in the business world (Lai and Lin, 2017). For maintaining the health or safety of the employees, the organisations must design the workplace wellness activities which would support the healthy behaviour of the employees within the organisations and which would also assist in recuperating the health outcomes of the employees. Hence the organisations need to prioritise the well-being of the employees for increasing the output and the excellence of the work besides their health (Yragui et al., 2017). It is the responsibility of the organisations to be mindful of the well-being of the employees in every aspect of life. The focus of the organisations is to make all the employees engaged in the quest of the mental and physical well-being.

It is essential to maintain optional health by preventing disease and illness of the staffs and employees by the organisations. The organisations must implement proper training programs in order to encourage and engage the employees on the path of achieving good

health that would lead to better performance within the organisations. The organisations must implement health progress programs in order to assist the employees staying in good physical shape in every aspect of their life (Garg, 2017). However, the vice president of Human Resources of Ingersoll Rand in India states that they focus on encouraging their employees to take part in ongoing health and well-being activities as a part of their daily life schedule. It has been found that with the competing and complex working environment, the employees nowadays have been highly market oriented. Hence, they work harder for grabbing better opportunities in organisations and also in improving their living standards. Due to which it leads to the rise of problems such as turnover of the employees, sickness, absentees, lower level of performance, high stress, and interpersonal conflicts (Slutsky et al., 2019). Apart from the other problems, it has been noticed that the employees live an unhealthy life due to work stress and work responsibilities, and because of that, they are falling ill.

For maintaining the regular fitness of the employee's organisations must implement consistent wellness initiatives that consist of daily tips, training, and counselling sessions for the assistance of the employees who are dealing with regular work-related stress (Guest, 2017). Every organisation should execute health initiative programs in order to concentrate on various aspects of the well-being of employees that consists of nutrition, physical activities and also providing them with the knowledge so that they could take care of their health and maintain the work-life balance within the organisations in an effective way (Guest, 2017). Few organisations in India believe that the business would only be healthy if the employees are healthier. Thus, supporting the healthy culture within the workplace by promoting healthy lifestyles and also preventive care would eventually aid in creating of better work environment where the employees would be more engaged in performing better and increase the productivity of the organisations (Kowalski and Loretto, 2017). Therefore, the employees that would reach their full potential in professional and personal ways are considered to be valuable.

The traditional interventions of workplace well-being should be focused mainly on the stress management of the individuals. Although, there is evidence that suggests that the conventional interventions of stress management like anxiety-reducing medications and counselling are ineffective for the long-term process (Zou and Dahling, 2017). It does not provide a proper result for improving the organisational outcomes. The well-being and stress of the employees constitute the separate but it a related construct. Furthermore, the confirmation suggests that implementing of meditation initiatives and social support might help in reducing the negative impact of the stress, thereby it indicates that the investment in

promoting the well-being of the employees should be carried out by the organisations (Zou and Dahling, 2017). This would contribute to the reduction of stress and also producing the extra benefits that are associated with the improvement in their respective job at workplace. Organisations should focus on improving the well-being of the employees who are working day and night. It could be only done by incorporating different activities in their day to day life. Hence with the advancement of technology, it has been noticed that employees no longer enjoy their personal life much because they are intended to give more time to their work life. The issue of corporate burnout has not just been limited to other countries such as Japan and China; it is also widespread in other parts of the world, particularly in India.

The current competitive environment has been driving the professionals to continue their work for long durations with self-care being neglected. As per WHO, this burnout is not the medical conditions, but it is ultimately the occupational phenomenon that is impacting the health of the employees (Carbery and Lynch, 2018). It has been found that the symptoms of burnout lead to chronic workplace stress which is hard to manage by both the employees and the organisations. The signs of being sleep deprived, fatigue and anxiety are not only affecting the work performance of the employees, but it is also decreasing the quality of work thereby causing several chronic diseases and even death in some the cases (Carbery and Lynch, 2018). In order to move ahead with the aspirations of Organisations, several corporate in India are looking forward to providing voluntary health offerings for implementing the mandatory wholistic well-being programs for the employees. The most commonly adopted organisational well-being initiatives in India are the culture of counselling, healthy snacking, workshops on anxiety, yoga sessions, and encouraging the employees with personalised well-being with the help of digital platforms and other means of health packages (Bakar et al., 2018). In fact, in many prominent organisations in India, they have implemented an on-site clinic for the employees as well as standing desks for avoiding of the sedentary lifestyle.

With the current competition in the business market and also in the job life within the organisations, the wellness programs have been considered to be a must for corporate India by the government of India. The implementation of the corporate wellness programs must be carried out in the organisation's policy for supporting the well-being of the employees thus making a productive organisational. Besides, the employee well-being has been ranked among the top 3 priorities which the global organisations are nowadays concentrating on with the following of the engaging as well as attracting the employees as per the industrial survey (Arnold, 2017). As per the corporate wellness program, a properly designed health initiative program within the organisations would help in lowering the potential health risks, and it

would also aid in improving the behaviour of the employees towards their job role within the organisations. Apart from this, the organisations should also focus on improving the mental and emotional well-being as 42.5% of the employees who work in the private sectors in India suffer from depression and anxiety disorder in comparison to the government employees. Hence initiatives should be taken to decrease the key factors which are integrated with mental health.

1.2 Aims

The aim of carrying out this research is to get insight that how excessive work pressure within the organisations affects the health conditions of the employees. This study will focus on the interrelationships between the well-being of the employees and the productivity of the organisations at the business level. So, the main focus of this research study is how organisations should make an effort in creating the work culture where the employees could thrive for both themselves as well as for the organisations (Bakar et al., 2018). Therefore, this study on the employee well-being would be detailed as to how the organisational resources are supporting the employees for achieving better well-being through implementing initiatives as per the different conditions of the employees. However, the researcher on the well-being of employees is an entire vast arena which comprises of several disciplines with varied concepts, area of focus and procedures for exploring the factors which influence the well-being of the employees.

1.3 Research Rationale

The idea of raising the productivity of employees is not a new matter to gaze on. It has been noticed that from decades the organisations in India are trying to benefit the higher-level employees for better engagement within the organisations (Khaleel and Chelliah, 2018). Therefore, it has been found that making the employees engaged in healthier options to adopt so that they could take care of themselves would also influence better workplace culture in the organisations. The employee welfare directly improves the physical and mental well-being at the workforce, which is directly integrated with the productivity level. Thus, a healthier and happier workforce would be a more productive workforce. Hence developing organisational infrastructure, which allows the employees to triumph as well as flourish with their job and duties in their workplace would benefit them in a positive way (Khaleel and Chelliah, 2018). Supporting the employees at work by the team members and senior-level management of the organisations, along with the cooperation of other colleagues, would produce a positive understanding of the workplace. Therefore, this research will be carried

out on the evidence-based drivers of employee well-being at the workplace and its positive impacts on the organisations. It will also help in demonstrating how the evidence has been utilised in creating a better workplace that acknowledges employee well-being.

The interactive employee survey that will be carried out in this study would help in assessing both the strength and weaknesses of the team members in the organisations in context to the well-being of the employees at the workplace. Several types of research have been conducted in relation to the employee and organisational well-being in which it has been found that improvement of the well-being at the workplace is not the venture for the private sector organisations (Paulin and Griffin, 2016). Instead, the Indian government has already begun with the agenda by taking the initiative and developing programs on work, health, and well-being for improving and protecting the health as well as the well-being of the working individuals who are aged. The organisations in India are focusing more nowadays on the mental and physical condition of the employees. Besides, the emphasis on implementing all the health initiatives within the organisations is to reduce the percentage of absence instead of improving the well-being of the employees. Still, it represents the beginning of the terms in the matter of enhancing the employee's well-being in their working lives. Viewing all the situations of work pressure loads and workforces doing longer shifts in the organisations, it has been identified that India needs further development for carrying out effectively the rounded approach to maintain the employee well-being at the workplace.

1.4 Research Relevance

With globalisation and the advancement in the workplace culture, it has been found that employees in the large organisations in India work day and night to complete their work tasks (Arnold, 2017). Some reports show that employees in India have higher stress in comparison to other countries (Bakar et al., 2018). Due to the overload of work and other work responsibilities, the employees undergo several health disorders. Therefore, it is the well-being of the employees that unswervingly affects job performance in the organisation (Bakar et al., 2018). The researches have shown continuously that it is the well-being of the employees, which predicts job performance and attitude at the workplace (Arnold, 2017). Even in regard to small and medium-sized (SMEs) in India, the well-being of the employees is vital since the job function of each employee in the SMEs are numerous in order to carry out the business in the competitive business market.

On the other hand, the environment of the workplace is equally integrated with the health and well-being of the employees (Arnold, 2017). It is the workplace that also

contributes to various factors like that of job contentment and happiness that, too, are linked to the well-being of the mental health of the employees. Hence it is crucial to have a positive workplace culture so that employees could work and perform well.

The well-being of the employees has vital implications for work relationships and productivity. Happy and pleased employees are likely to believe their supervisors and also follow the organisational rules and regulations (Paulin and Griffin, 2016). This kind of behaviour, therefore, contributes to high performance within the organisations which is innovative and productive with the employees being socially integrated. Other than this, some research has also shown that the well-being of the employees is positively integrated with consumer satisfaction (Paulin and Griffin, 2016). It has also been found that unhappy and dissatisfied employees are more likely to be disengaged, and their rate of absenteeism is higher without any proper reason. Therefore, in order to decrease the dissatisfaction of the employees, the organisations should conduct counselling of them so that the employees would be able to sort out their health problems or mental health issues (Paulin and Griffin, 2016). The well-being is considered to be the degree in which one should feel enthusiastic and positive. Hence it is the accountability of the organisations and the team members both to generate a positive environment where the employees would be able to work freely. The team members or supervisors must encourage them and also allow them to take part in every organisational decision. This would make the employees feel valued and make them perform well.

1.5 Research Questions

This proposed research study depends on the matter of how employee well-being is vital for the organisational culture and what necessary things the organisations should do to improve and maintain the healthy lifestyle of the employees. Therefore, the research questions will help more in understanding the depth of the study and would profoundly the matter so that appropriate research outcomes could be achieved. So, the research questions for this study are as follows:

- What is the relationship between wellbeing programs and organisational growth?
- What is the health initiative programs that should be implemented to progress the well-being of the employees?
- How would the employees use the wellness program?
- Do wellbeing programs help in maintaining a work-life balance?
- How much do organisations spend on employee well-being initiative programs?

2. Literature Review

2.1 Employee Well-Being

The employee well-being is referred to the better healthcare of the employees by the organisations. Therefore, the workplace welfare is wholly related to every aspect of the work-life, including the safety, quality and the physical environment. It is also about how the workforces feel regarding their job role or the tasks that they perform in the organisations. Employee well-being is also related to the workplace environment and the culture of the organisations. According to Luu (2019), it has been stated that the well-being of the employees is considered to be as the main factor in determining the long-term effectiveness of the organisations. Due to several workloads and responsibilities which the employees have to face while working in the organisations of today's competitive environment, it causes a negative impact on the health of the employees. Focusing on the situation, organisations are continually recognising the necessity of taking the welfare of the employees severely. The progressive organisations are taking this initiative because they consider employees as their valuable assets. Therefore, it is the responsibility of the organisations to take care of the employees by engaging them to take part in the healthcare programs that have been implemented by the organisations. This would help in reducing stress, anxiety and depression of the employees by figuring out what issues they are facing at the workplace.

Organisations in India are not focussed on employees and their well-being as much as they focus on the performance that employees deliver. The organisations do not understand and ignore the fact that the employees whenever will be free of stress ad healthy; they will be able to provide the best performances. Employees will not be able to work will full efficiency if they are not healthy. The healthy lifestyle of the employees will be an indicator of the excellent outcome, which will be beneficial for the companies as well. Employees and their well-being can be obtained by many steps which the organisations must follow to ensure the healthy and stress-free life to the employees (Kowalski and Loretto, 2017). The first step in this is to give the employees a stress-free environment and less pressure. The tasks have to be assigned to the employees as per their capabilities, and no work pressure should be like the way which might become hectic for the employees. It is needed by the organisation to look after the employees and their well-being so that the organisations can get benefits ultimately. The organisations that arrange employee support groups or programs remains ahead in the competition in the Indian market. Due of these programmes; employees are kept stress free

and with lesser work pressure. The organisations will not be able to deal with the employees who are not fit to perform in the organisation.

Not only the health but the organisations must take care of the mental stability of the employees too so that they do not have to face employee turnover or operational disputes. Employees only work with pure engagement when they are literally fit physically and mentally. Programmes arranged for the employees to provide them assistance in the workplace will thus be proven to be a significant component of well-being of the employees and the organisation (Sakka and Ahammad, 2020). The employees will be assisted in the work-life through these programs. The employees in an organisation deal with different types of emotions which might affect their work and performance level in the organisation. Organisations will not be able to achieve their goals if they are unable to help employees with these emotions. Anxiety, stress, depression, and abuse are the emotions that employees go through very often and these assistance programs make sure they are not affecting the employee's peace of mind which will again be negatively impacting the employee's work and behaviour in the organisation (Bainbridge and Broady, 2017). These programs work as a support to the employees which will influence the employees to see the organisations as not only a workplace but a place where they can get help in case of any issues, and that will be dealing with the employees in an organisation with the effects on their performance level. It is undeniable that the employees will share their issues in the organisation and to the helpers of these programs, they will be relieved from the stress. They will get enough motivation to work in the organisation without fear.

2.2 Sources of Stress

2.2.1 Work-Related Stress

As per the WHO (World Health Organisation, 2007), job-related or professional stress is the reaction which the individuals suffer due to the work pressure and demands which are not matched with their capabilities and knowledge and challenges their abilities to cope. The job-related stress is also referred to as the unfavourable reactions that individuals have due to the extreme pressure or other factors because of the demand in the workplace. It has been opined by Su and Swanson (2019), that the stress occurs due to the reaction of workload, requirements and the professional aspect that have to be faced by the employees in the organisations. Most of the time, the employees failed to maintain the workloads, which pose a danger and dispute to the ability of the employee that consecutively produces a negative impact on their employment and health. As per Calvard and Sang (2017), a variety of

professional contexts also provide stress for the employees within the organisations. Hence when the employees feel that they are not supported by the managers, colleagues, or leaders or they don't possess the power over their job, they feel stressed.

2.2.2 Stress-Related Factors at the Workplace Environment

It has been opined by Luu (2019), that the stress-related hazards at the organisations affect the health and well-being of the employees. Mostly the strict work contents change that consists of the inflexible or the rigid working hours. The poorly designed shift system that consists of long and unsocial, one all comes under the workload factors. The work context such as job insecurity, no promotion opportunities, and inadequate evaluation system all affect the health of the employees. Therefore, the employee well-being is integrated with the various positive attitudes of the organisations that include the cohesion of the team and their engagement in the job life of the individuals. Hence promoting the well-being possesses the potential of benefitting the organisation and the employees both. It has been argued by Skogstad et al (2017), that work-related stress is still considered to be the developing notion. The overall idea is focused on the primary evidence of the risk factors. However, it has been found that being appreciated as well as respect is considered to be the most vital need of human beings. Hence the individuals would have to take effort and pain for their approval and acceptance in the job.

Jarden et al (2018) states that occupational health psychology explains that the stressful experience has been all interlinked with being offended by the social conflict, avoidance, and the inappropriate job tasks that employees have to face within the organisations. All these experiences have been treated as an unfair means that affects the mental well-being of the employees negatively. On the other hand, being appreciated helps the employees to gain confidence and inspires them to work hard and improve their performance in the organisational context. Moreover, it is the work stress that impacts the employee's physical as well as the psychological factors. In most cases, it changes the mental fitness of the employees, which leads to the occurrence of other health disorders to them. Therefore, special attention must be given to the employees by the organisations who are suffering from mental health issues as it would help them to improve their health. Hence implementation of the stress management program would help the organisations to make changes in their organisational culture.

2.2.3 Main Causes of Business Pressure Leads to Health Impacts

It has been argued by Huong, Zheng and Fujimoto (2016), that there are numerous reasons on how the overall human performance is getting down, and one of the reasons is pressure. Diverse forms of strain at the distinct issue of instance would cause a bounty of effect on how it may lower the human capability of workflow in any employer. Attempts have been made to comprehend numerous stresses in several surroundings and situations.

Work Overload: The symptoms that include headaches, stomach lawsuits, and difficulty snoozing is due to work burden, and it could cause physical and emotional tiredness. It was visible that the symptoms of workload in employees lead to the consequences of health disorders because of inflexible shifts. After that, they may be possessing difficulty. Whenever human beings possess excess overwork they may be exposed to those signs and symptoms such as over sleepy, they end up ill, now not curious about a few aspects, which result in the intellectual would suffer.

Work underneath Load: As per Gopinath (2019), the workload is the intense contrary of exhaustion; however, it may impact the consequences that may be genuine as noticeable. An uninteresting, incessant, now not advantageous method with no effects could rapidly result in tediousness left unrestrained, apathy gadgets in, and efficiency lowers down. These types of jobs could grow to be extremely annoying due to the fact there may be no passage different than preserve on doing. The tremendous caseworkers might even motel to small acts of interrupt, which could negatively affect the other people.

Fear: It has been argued by Page and Nilsson (2017), that those individuals who fear the system beating on the unforeseen instances may moreover locate themselves into turning up in advance than commonplace for employment, taking a short break, they will even stay longer and volunteering for the additional job. It is a try to expose the strength of will and boom their outline so that they do not misplace the activity. It has been found that they might repudiate to take time off sick, even as it's far desirable.

Workaholic: Agrawal (2019) states that the folks who are hooked on work are called workaholics. So, for them, the employments often dominate all distinct consideration that includes family, relationships, and friends. Even several workaholics get a murmur from their schedule. There are human beings who works to turn aside from their attention from deeper problems inclusive of melancholy, disturbed relationships, and worry of activity failure or of dropping non-public power. Hence there are also covered problems that could build upon the basis of illness because of a workaholic nature.

Technology: With the development of technology, works follow in the form of email, texts, and social media. Thus, there are human beings who possess determined strategies to disconnect private existence and work life. But gradually more, there can be a bent that person wants to be obtainable to fulfil the requirements of labour when obligatory. It is the one which is fuelling the debate over how it impacts the lifestyles.

Workplace Bullying: This is considered to be one of the affected areas where in humans at the place of work harassment could consist of gossiping, rudeness, providing of unfeasible deadlines, ageist or sexist commentary, and many more. Even there are instances while being well-mannered; the employees strive to be cooperative. But it isn't everybody who possesses this agenda. The consequences of harassment are so damaging even some specialists claim they maybe not as good as that of the sexual pestering.

Signs: The signs of labour-associated strain could vary and that they could generally be inclined to differ due to the form of work worried and life out of labour. The usual symptoms are possible to encompass the want to work longer durations in order so that they would survive. It has been argued by Sim (2019), that there's very little time for relaxation in some unspecified time in the future of work hours.

2.3 Consequences of Stress

It has been argued by Walia (2018) that in any organisation, a place of work evolved by way of shared trust, genuineness, and honesty. The traditions of the organisation are an essential assumption apprehended employing a selected group. They could comprehend a combination of principles, meaning, and opportunity in which all people may also possess in common. Appreciation for the turnover is continually measured as a suited prototype most of the individuals and the manner to move toward an appropriate explanation. Faith is a forecaster of supportive behaviour, organisational nationality behaviours and that may be viewed from a distinctive point of view, dedication closer to the organisation, and faithfulness closer to the employee. Any organisation that poses a health-focused lifestyle commonly would augment employees' overall well-being. They would also make the organisational dedication, which allows maintaining and attracting employees in any organisation. The way of life that is frequently known as workplace lifestyle with communal assist and additionally enhances the well-being of the employee by offering excellent surroundings for personnel who experience a psychological situation like that of anxiety and depression and because of overwork or because of any other related issue.

2.3.1 Employee Health Issues Affecting the Business Performance

With respect to Sim (2019), work-related stress could be represented as the individual's stress they deal with because of the strange working circumstances. The employees suffer the health issues due to severe work pressure and responsibilities which could not be compromised based on the designations they might be holding and also of the importance of the tasks. However, the pressure could be noted as an acceptable factor by the individuals as it is used to keep the individual alert and also motivated, which helps them to learn how to work appropriately. On the other hand, it also depends totally on the available resources as well as an individual description. When this type of stress becomes out of hand in nature, it leads to the occurrence of stress to the employees.

Furthermore, it is inopportune that the pressure within the place of work could not be avoided because of the burden of the present-day advanced work surroundings. It has been found that stress and mental health issues could destroy the health and the business presentation of the employees. According to Myers et al (2018), there is a small difference between stress and pressure, and in most cases, it is used as an excuse for corrupt management practices.

Walia (2018) states that stress occurs due to various factors in the workplace environments hence it turns out to be a negative factor for the organisations when employees sense that they possess no hold up from the senior authority as well as colleagues in terms of managing or controlling the excess workload. Other researches have been carried out that shows that many organisations conduct stressful kind of work that pose excessive pressure which is not compatible with the workers to handle it (Walia, 2018). In most cases, the work-based stress occurs due to the presence of improper management of the organisations. The organisations having poor management, inappropriate work design and even the employees are not happy with the circumstances that suffer from excessive stress and depression.

2.4 Steps Organisations take to Reduce Stress in the Organisations

2.4.1 Concept of a Healthy Organisation

According to Wieneke et al. (2019), any occupation could be referred to as healthy when it is suitable in terms of resources and capabilities of the employees and also the power of performing their job role in the organisation. Thus, the employees would be productive when they get supportive individuals who actually would mean to them. The work surroundings would also be thought to be healthier if all the employees prioritise health as a vital factor within the organisations. Hence it consists of the consistent as well as a constant

risk assessment to the health, provision of appropriate training and information on the health problems and executing health-promoting initiatives for maintaining and supporting the well-being of the employees. Moreover, health issues are not considered to be as the single factor that includes the only sickness. Still, it is considered to be the actual situation of the overall mental, physical, and communal well-being. Therefore, the working environment should be the one in which they should not possess any harmful circumstances but the profusion of health-promoting programs. It is the healthy people who would respond to several challenges and would tend to be happier as well as productive in life. It has been stated by Combs and Milosevic (2016), that conceptualising the health of the organisations emerges out from the metaphor that is health and performance improves when it is cared for. Still, it gets deteriorated only when it is being ignored. Henceforth satisfying the significance of the well-being of the employees would lead to higher profitability of the organisations.

2.4.2 Environment and Culture of the Organisations Affects Employee Well-Being

According to Kim et al (2018), proper organisational culture and environment impact the health and well-being of the employees. Hence an excellent corporate culture improves the health, productivity, and retention of the employees that initiate the process of improvement and also influence future gains. For establishing a unique organisational culture that promotes the well-being of the employees, it has been suggested that the organisations must focus on the core values, thereby providing the employees with the opportunities to perform well. It leads to the encouragement of them and also of professional development. Apart from this, organisations must target the three factors that ensure the maximum advantage. It includes supporting the employees, taking care of their health, and promoting healthy behaviours so that the employees would feel valued and trusted. As per Edwards and Marcus (2018), the organisations possessing substantial wellness and health programs outperform the 500 s&p stock market indexes for six years. However, the reasons for heightened performance could not be attributed solely to the health initiative program even the return of investment is equally substantial for the organisations that empower in the well-being programs of the employees. Some organisations consider the value of the investment as it consists of the financial gains.

The value of the investment suggests more for the focus given to the individuals, and it would fit better for the organisations that focus on the culture of the health and increasing productivity of the employees. Thus, the business leaders should also take responsibility in encouraging taking the lead role in influencing the well-being of the employees.

2.4.3 Health and Well-Being: A Critical Imperative for Corporate India

According to Agrawal (2019), the companies in India have been affecting the life of the employees with rising pressure and shortage of synchronisation among private and job live. These are the main reasons for unhealthy living standards of most of the employees in India. One out of every two personnel inside the Indian organisation suffers from stress while 43 percentages of employees encompass off-centre BMI, as found out in a study. It has been identified that a large proportion of individuals within the employer region undergoes the danger of hypertension, diabetes, and a distinctive standard of living related disorder. It has been stated by Page and Nilsson (2017), which has turned out to be essential for companies to apprehend the necessity of developing a wellbeing-determined workplace. Maintaining fitness not only impacts the productivity of the personnel, but it also helps in increasing the percentage of attendance and generates the undeviating effect on an organisation's result. As per a report, the official region of India if keep up to US$20 billion every year via one per cent discount in non-attendance alone and simultaneously protect employees in opposition to the way of life and persistent diseases it could adopt a tactically planned enterprise well-being program. The key to company well-being is contributing to the employees a chain of sports activities that endorse their fitness and well-being. They possess several most essential duties that could assist the Indian organisations in creating a place of work to integrate an overall health and well-being version into each element of their business which are as follows:

Promoting Preventive Care: This has emerged as vital for groups to concentrate on current impediments through having remedial check-ups for the employees, at least once in a year. Providing the employees with the flu vaccinations, accomplishing consciousness workshops on trendy fitness problems, and intriguing group medical health cover for personnel would give confidence to the employees in prioritising their robustness. Supplying a repayment or enticement on healthcare could also make wonder.

Encouraging Workout- With respect to Araújo and Pestana (2017), anything could be healthier to keep away the infection and make sure of a fit mind and body instead of attainment employees up and energetic. Implementing on-site health centres, games, activities teams, marathons, or trained yoga classes could be an excellent method to encourage the well-being way of life at a place of work. Even the low-price solution such as sit-stand desks, taking walks meeting, motorbike racks, or desk exercises can circulate an extended manner of accomplishment of the employees moving.

Providing Healthy Meals- According to Day et al (2016), it is an indisputable piece of evidence that the food lies in the centre of fitness and well-being. The company kitchens must

subsequently store healthy snacks as well as drink alternatives, which include granola bars, the result, and nuts, green tea, protein shake to support wholesome consuming routine between personnel. Providing healthful breakfast and other foods at a backed charge also assists in ensuring the surroundings of fitness at workplace.

Incentivise Proper Fitness- For the additional inspiration to hold fitness in procession; organisations could begin several motivation programs for personnel. From covering the part of the employee health pinnacle charge for possessing a wholesome BMI to somewhat as little as providing a reward for dropping that additional flab, financial rewards could work pretty well.

Enhance Traditional Well-being- Post and Smith (2018) state that being physically matched is not sufficient to make sure the health and efficiency of personnel. It is merely as essential to enhance their mental fitness and ease them from stress by mindfulness practice such as breathing, meditation, emotional intelligence growth education, and counselling session. For a well-being-cantered workplace, organisations have to assemble a tradition where the employees exercising gratefulness, promote excellent communication, and feature a profound experience of reason and involvement. Deploying these business health obligations could assist the employers to enhance the health and wellness of the personnel, and as a result, improve their productivity, decrease non-attendance, reduce fitness care expenses, providing advanced procedure contentment, and constant a long-lasting sustainable benefit. Health and well-being are, for this reason, the latest agenda for the victorious corporate of India in the future.

2.4.4 Employee Wellness to Well-Being

As per Williams et al (2019), the changing demographic profiles coupled with the pervasiveness of the digital era have converted workplaces. It has compelled companies to restructure and reinvent everything to stay relevant. As the traces among artwork and life blurred longer hours at offices 24/7 hyper-connectivity wellness will become inevitable and integral. In the current administrative centre, the narrowed cognisance of physical and highbrow health is inadequate. It is the mindset that would make the employees fit, such as maintaining a healthy lifestyle by themselves and keeping themselves in track through medical follow-ups and so on.

*Physical***:** This entails taking proper care of the frame and involves adopting a healthy lifestyle. Most businesses typically make to be had nutritious/wholesome food at the workplace, fitness check-ups, fitness centre memberships.

***Emotional*:** Emotional fitness relates to the ability of an individual to identify, acknowledge, understand, and take delivery of how they feel. Programs collectively with positivity workshops, stress/anger manipulates workshops, meditation sessions, counselling, and mindfulness education help personnel address stress. The manner employees navigate with feelings has ended up a centre skillset for high-appearing businesses and leaders today.

***Financial*:** Financial security is probably the main reason why employees work. But not all personnel are experts at dealing with money or constructing wealth. Companies must care about personnel's economic well-being and train them on how to store and invest, advise them on the need for insurance, and pitfalls of overspending on credit scorecards.

***Spiritual*:** Morals, ethics, and values outline and decide the spiritual compass of one's life. Spiritual wellness results in peace and harmony at the place of business and offers both path and purpose to what an employee does. Well-defined, transparent imaginative and prescient statements, facilitating range and inclusiveness enable no secular well-being.

***Social*:** This governs how we engage in the administrative centre to create an experience of belonging. Organisations can facilitate social well-being via open and visible communications, setting group sports and social events, and inspiring cross-divisional interactions outside of work.

***Career*:** The extent to which a worker feels engaged determines their productivity. Organisations could allow career wellness through suitable reward/popularity programs, providing the flexibility of location/time, encouraging innovation/creativity.

***Environmental*:** It implies making sure a healthy and safe workplace, with comfortable, clean air and filtered water, amenities inclusive of air-conditioning and snugs seating.

***Intellectual*:** The intellectual dimension is usually a critical factor in the acquisition and retention of talent. Employees who feel stimulated and influenced are innovative. It determines the attitude to new thoughts and concepts, products as well as technology.

2.4.5 Symptoms of Stress

Combs and Milosevic (2016), states that the psychological symptoms consist of incapability to concentrate on work. It leads to lack of motivation and leads to a lack of dedication to the artwork. There is a bent to turn out to be more responsive expressively in extra times. The symptoms of stress include accurately vomiting, lower back pain, belly troubles, and even sleeplessness. The eating and dozing patterns might trade while the pressure increases, and alcohol or drug intake might also moreover growth in those persons. Therefore, the individuals who believe they will be self-confident are surely performing

insistently. These types of humans are genuinely looking to fulfil their requirements met, however, there's a big gap that separates these two types of behaviours and a mix-up could deliver inadvertent outcomes in the personal life of the employees.

According to Su and Swanson (2019), the non-assertiveness usually is polite but not firm, and this is to state that they are disinclined to give upward push for one's wishes. Non-assertive human beings require recognising the difference among forcefulness and fierceness due to the truth the time they count on that they may be some aspect in fact; they are not so that at the time they do bounce ahead to acquire their requirements fulfilled they do not move overboard and pace on each person. Employees who experience psychological manual consequently they comprise extra task attachment, method dedication, activity satisfaction, interest involvement, notable artwork moods; as a result, they experience to or choose to stay behind with the organisation.

2.5 Employee Reward that Benefits Health and Wellbeing

According to Gopinath (2019), attempt-reward disparity improves the fitness of the employees. The employees who get benefitted from the workplace reward scheme are felt valued and are also less likely to suffer from mental health disorders like that of depression and anxiety. This medical initiative is carried out to make actual involvement of the employees for achieving better health outcomes. Frankly, when the employees are more engaged, then the social aspect of the organisations has also found to be improved. The workforces are also exposed to take part in the shared goals of the organisations.

Along with this, the personal creativity of the workforce influenced with the development of workplace culture hence lead to happier staffs. It has been opined by Armaou et al (2020) that the effort-reward imbalance method is geared closer to the belief of communal responsibility, a fundamental precept of interpersonal behaviour, and an old evolutionary syntax of communal. Mutual reciprocity is established by using a way of shared compassionate reserves depend totally on the belief of cross back anticipation where hard work is poised through relevant rewards. The interchange that is thought to be unsuccessful outcomes a contravention of this custom limit stronger negative emotion and unrelenting pressure response as it threatens this essential belief.

With respect to Crane (2017), the representation of try-reward imbalance (ERI) assumes that failure could be used upon little rewards which are obtained in the lead feelings and unrelenting pressure response in the uncovered populace. Likewise, perfect motion evokes via suitable communal rewards help the holistic improvement of an individual. As per

the version, strive at workplace efforts are used up as part of a collective settlement which reciprocates endeavour through good enough reward. The rewards are dispensed by three ways which are money, admiration, and job possibilities which consist of procedure safety. Each one in each of these additives of job-related rewards changed into revealed to count for health. Nasir et al (2017) further argued that the version of ERI at workplace mentions that unevenness between excessive attempt and lower praise is persistent beneath the following circumstances:

- Employees possess no option of substitute workplaces or job conditions aren't definite.

- Employees could be adhering to this disparity for several motives. This method is generally acknowledged due to the fact to progress destiny organisational prediction through preventative reserves.

- The revel in extreme charge/low expand at the job is accustomed to the one who exhibits an authentic motivational outline of prototyping with burden by the manner of immoderate artwork-associated dedication.

Overcommitted employees can undergo from beside the point of perspectives of needs and of the coping possessions more regularly than their much less concerned colleagues due to the perceptual skill of work prevent them from precisely assess the cost-gain relationships.

3. Research Problem

Since work is an essential aspect of anyone's life and people most spend of their lifetime in the workplace, work stress is a common phenomenon for the employees. The research is determined to see whether there is any connection or relation within the employees' well-being and the success or growth of the organisations. Many issues are found that will support this fact and will also showcase how employees and their well-being are affecting their performances. Work and work culture have to be satisfying for the employees so that they can give their hundred per cent in work. Different issues, however, slows down the performance rate of the employees and affects the well-being of the employees. Employees in organisations face different types of difficulties which will not be suitable for them and their health. These issues even become the reasons for the deterioration of the health conditions of the employees, which might slow down the growth rate of the organisations.

Organisations create pressures on the employees to deliver the works which result in poor health conditions of employees. The employees become stressed, and not only the physical health but the mental health of the employees gets affected too. Organisations operating in this competitive market of India come into contact with different challenges often, and that is why the organisations pressurise the employees to outperform others and be in the top position in the market. Organisations are continuously growing with advanced technologies, and this globalisation is another critical aspect of this as globalisation is increasing the stress and pressure on the workforce. Staying ahead in the competitive market is the target of the organisations, which in turn creates pressure on the employees and their well-being gets compromised. Employees suffer to fulfil the demand of the organisations, and their survival in the organisations becomes difficult.

Workplaces give perceived stress to the employees, and that is why the employees experience different types of mental distress like anxiety and depression in their life. Employees often get engaged in workplace conflicts and several other interpersonal conflict issues which are raising their stress and affecting the well-being of employees. The organisation's well-being may also get impacted because of this. Again, it is difficult to have a work culture where the expectations and desires of every one-off fulfilled, and no conflicts or other interpersonal issues take place. Workplace promotes cultural diversity and the coexistence of different types of employees together may create difficulties regarding perspectives, thoughts and looking something on various points of views.

High stressing job profiles is another reason for declining health conditions of employees and risking their well-being. These stresses make the employees weaker, which lowers their performances and productivity level. There are some jobs, especially in case of the large multinational corporations which consist of a higher degree of the scale in the matter of giving work stress. The demand for higher productivity from the employers over the working conditions for the employees is increasing the stress further. Again, there are some job profiles which are the reasons for the expansion of depression within the employees (Yang et al., 2019). Organisations then get affected as well since the employees are not in the condition of delivering the expected outcome from them. Organisations' well-being, therefore, is expected to be linked with the employees' well-being and their level of productivity which will give profitable result to the organisations if the employees are in excellent and healthy condition and will be a loss for the organisation in case of the stressful mental and physical conditions of employees.

Organisations need to focus on the well-being problems to reduce the stress level from the employees in which most of the organisations fail to thrive. The well-being programs will provide the social, emotional and physical support to the employees who in turn will make sure that the employees are capable of delivering their hundred per cent to the organisation and their benefits. Well-being programs also make sure that the organisations taking care of its employees, and both employees and organisation are getting benefited without the employees risking their health conditions (Büchler et al., 2020). Employees' physical and mental needs will be fulfilled along with these programs, which will lower the stress level of the employees, and they will be enjoying their work. Organisations often face difficulties in understanding how to implement the well-being programs, which will make sure that the organisations will not be overlooking the employees' well-being. Then there are organisations which do not understand the effects of well-being programs or the importance of well-being programs and ignore it. The study will be covering the scenarios to see if this ignorance of well-being programs will impact the employees' well-being in the organisations or not.

Workers' or employees' well-being is defined to be the mental, social and physical well-being of the employees. Organisational or workforce stress implies that these factors of the employees are getting compromised, which is having a reduced impact on the employees and also the organisations. Different health diseases may arise in case of the stress and increasing work pressure by the organisations. This is why the organisations should consider the well-being programs and other training and development programs for the employees to

balance their work-life (Hamilton et al., 2018). These programs will guide the organisations about the ways they can stop employee turnover by reducing their stress. The organisations will be able to control their working condition for the employees so that they can satisfyingly work in the organisation and deliver the work within the required time. These issues of stress and work pressure may have a link to the employees and their conditions in the organisations. Organisations and their growth structure then can get affected by the employees and their well-being.

4. Research Objectives

The organisations when decide to proactively engage its employees in the organisation they must take care of the fact that employees and their well-being have to be given the ultimate focus. Organisations in India mostly hire skilled and diligent employees but fail to provide them with the work conditions that will reduce their stress. The organisations pressurise employees to do work which brings severe issues for the employees. Employees often get physically hurt due to the immense pressure on them. The organisations will not see any success if their employees are not healthy, physically and mentally fit to work for them. The considerable pressure on them creates difficulties and many health issues, which in turn affects the employees and their well-being (Ravalier et al., 2016). Organisations that often neglect the health and safety of employees do not get what they aim for as employees are the source of success for an organisation. Human resource is one of the most excellent components for an organisation which drives the success factors of organisations in the market. However, the employees face excessive pressure in their respective workplaces which creates different health problems for them. Employees become physically and also mentally unstable because of this pressure, which indicates the slower growth in their performance level, and it often becomes negative for some employees (Brandstätter et al., 2016). Heath conditions of employees are not a factor that can be ignored; instead, proper attention should be given to them, especially when the degradation in the health condition is because of the increased pressure by the workplaces.

This research has proceeded to intend to get insight into the fact the rising work pressure is creating different health issues for the employees, and this is not a good sign for the well-being of employees in the Indian market. Again, since the employees are an essential part of an organisation, their deteriorating health condition might affect the productivity of the organisations. It is one of the main objectives of this study which will point out whether there is any link between the deteriorating health condition of the employees and the functional capability of the organisations or not in India. An essential aspect of this research study is to observe how the organisations will be able to manage its employees and their conditions so that the employees thrive in the organisations which will be fruitful for both employees and organisations without the organisations encountering loss or the employees losing a healthy life (Kunet al., 2017). This research is, therefore, basically stressing on the organisations and its actions towards the well-being of the employees. The stated objectives with which this research study will be going forward are as follows:

- To recognise the string between the employees' well-being and organisational growth.

- To identify the programs considered by the progressive organisations for the employees and their well-being.
- To get knowledge about the ways the employees will be able to utilise those programs.
- To understand whether the arranged wellbeing programs significantly maintain a work-life balance or not.
- To assess the investment of progressive organisations for the creation of well-being programmes.

5. Research Methodology

5.1 Introduction

A research methodology is to define a specific topic in a particular study filed or research. The methodology is the technique to identify suitable methods or approaches to research on a particular topic. Therefore, a particular technique to construct a significant aspect of this particular topic will be defined by the research methodology. Identifying the logistic model for that specific research topic is established with the available theories, which are the resources of this study. The quality of research is developed by using the perfect logical models with the help of the research methodology (Snyder, 2019). The analysis of the statistical model is also incorporated in the methodology. The research objectives have been fulfilled with the help of the research model by constructing the questionnaire survey. The methodology is the process of investigating the topic selected by the researcher to fulfil the objectives of the research. The methodology of research is, therefore, the systematic analysis of the issues which gives the potential outcomes from the research. If it is not selected with proper attention and association with the objective, it will not be relevant for the study (Fletcher, 2017). The research shows the standard value which should be used for developing the model. The research is beneficial to enhance the knowledge about the particular topic. The objectives of the research can be fulfilled by gathering information from various sources, and these resources are primary and secondary.

Appropriate selection of the methodology indicates an error-free research result. Information gathered from the various sources is organised to construct the methodology model of the research. Present knowledge is enhanced with the process of research. The information available from different sources are utilised to control the research to get a better result. The questionnaire to collect data was formed with both structured and unstructured questions related to the study topic. The methodology of this particular research topic of understanding the linkage between employees' well-being and the organisation's well-being consists of qualitative and quantitative data from various resources.

5.2 Research Design

The research design is the strategy that the researcher chose for integrating various components of the research study in a logical as well as coherent manner (Fletcher, 2017). Therefore, the choosing of proper research study ensures that it would help in appropriately addressing of the research problem. Apart from this, the proper research design also helps in

obtaining, measuring and assessing of the data. However, in this research study the research design that has been selected are both descriptive and experimental.

5.2.1 Steps of Descriptive and Experimental Design

The descriptive and experimental design has been selected for conducting this proposed research study. Moreover, as this research study is based on both quantitative and qualitative research methodology hence descriptive and experimental research design fits in continuing this research study for obtaining of the relevant and exact information. The descriptive research design is completely based on the gathering of the secondary data from the external sources such as from books, websites, journals and articles. By collecting this kind of data from different researchers as well as author's reviews and perspectives about employee and organisational wellbeing the research study could be made more accurate and perfect. The experimental research design has been chosen for performing this research study because the study is also based on quantitative research methodology. Hence data has been gathered from surveying the 100 employees and contacting them with the help of their email IDs.

5.3 Research Method

5.3.1 Quantitative Research Method

The quantitative research methodology has been used in this research study for emphasizing the measurements by performing statistical and numerical assessment through the help of questionnaire and survey. Moreover, the quantitative research method is all about obtaining of the statistical data by analysing and evaluating of the responses that has been collected from the respondents (Snyder, 2019). It would help in obtaining of actual response of the research questions that also fulfils the research objectives of the study.

5.3.2 Qualitative Research Method

The qualitative research methodology has been used in conducting this research study for gathering of the data and information from the internal and external sources. The collection of secondary data has been carried out in order to obtain the in-depth knowledge and insight of the topic of the research study. The qualitative research method is mostly based on interpreting of the theories and models of different external sources and perceptions of other authors in context to the topic of the research study (Snyder, 2019). However, the outcomes of the qualitative data are descriptive in nature and the inferences are easily drawn from the obtained data.

5.3.3 Rationale for Quantitative Research

The rationale for selecting quantitative research for conducting this study because it is considered to be as the most vital method in answering the research questions and also in fulfilling the research objectives. In addition, quantitative research study would help in gathering of the numeric data which would be subjected for statistical treatment for performing the analysis (Fletcher, 2017). On the other hand, it is also appropriate in conducting of the surveys and is considered to be best in sampling of the data from the respondents.

5.4 Target Population

The target population for this research study are the staff and employees of the organisations that include both males and females. The age of the target population is from 18 to 60 years of age. However, the target population of this research study are basically the employees who hold a different designations or posts in the organisations and are fully fledged workers.

5.4.1 Sampling Technique

The selection of sample is considered to be as the vital factor for designing the research that further determines the research questions would be answered appropriately or not. Therefore, for conducting this research study simple random technique has been utilised for selecting the samples for the study. Thus, the rationale for choosing this technique is that it allows random selection of the respondents from different organisations of different backgrounds and holding different designations.

5.4.2 Sample Size

In the research the sample size is defined to the number of respondents that has been chosen for conducting the research study. Therefore, in this research study a total of 100 respondents have been selected who are staff and employees of different organisations.

5.4.3 Questionnaire Development

The questionnaire for this research study has been designed in such a manner that the desired responses from the respondents could be obtained for the study. Therefore, the questionnaire of this research study has been designed in Likert scale form and also there are open ended questions in order to get the desired results.

5.4.4 Data Collection and Procedure

The primary data for this research is gathered by creating a pattern questionnaire and sending them to 100 employees belonging to different large multinational corporations via email to avoid the current pandemic scenario. The defined sample population of 100 respondents is selected using the random sampling method to avoid the considerations of unauthenticated information in the research study. The primary purpose of the primary data collection method is to discover the accurate answers to the research questions which are created based on the research objective. The research has been accomplished with the help of the response collected through the pattern questionnaire in which the questions based on the research topic only. The validity of the research is dependent on the choice of the correct process for accomplishing the target of the research (Basia and Pollalis, 2018). The different quality measurement process is used to configure the research quality so that relevant outcomes could obtained.

The choice of method is aligned with the specific research aspects. The goal of the research is satisfied by incorporating structural queries into the methodology. The research questions are proven with the help of proper scientific methods. Various characteristics of the appropriate research method help in enhancing the analysis of the research topic. The factors identified which is correspondence to the real-life while the process of the research going on have been controlled so that the research does not get influenced (Abutabenjeh and Jaradat, 2018). The approach of the methods helps to take the attention towards the processing for choosing the factors. The methodology helps in the identification of these factors as well. Proper statistical and sampling modelling is utilised to ensure the relevance and significance of the research.

5.4.5 Data Analysis

The method of processing the raw data to the generic formats so that a layperson would be able to understand the data quickly and with which the necessary information of the research will be provided is called Data processing. The process includes gathering data and then performing all the pre-processing techniques so that the data collected are ready for analysis. The noise and outlier values have been treated in this pre-processing method. It will ensure relevance in the outcome. The result of the analysis from that data does not get manipulated since the processed data does not have any significant outliers or noise, which might manage the entire information (Faria-Schütser et al., 2019). The data processing is done with proper tools and techniques so that the outcome is accurate. The result of the data

processing method is obtained by the collection of the actual data and then representing the data in charts or graphs. The processed data are described in the form of charts and graphs so that everyone can understand the data by looking at the graphs at a glance, and there is less error or no error in the analysis. In this research study, the data analysis is performed with the collection of qualitative and quantitative data from primary and secondary sources and which are associated with the objective of the research and are dependable on the research questions (Curtis et al., 2016). The data were analysed with full accuracy so that the outcome from the data shows the real trend in employee engagement in the organisation to develop the theory.

The data were analysed after using different data collection techniques to gather qualitative and quantitative data or the secondary or primary data in this research study. Primary data collection was done by preparing a questionnaire survey for 100 employees of different large multinational organisations. Therefore, the primary data collection was based on the quantitative data technique to fulfil the purpose of the research objective. The participants did not have the scope of being biased to respond to the survey questions of the study since they are chosen randomly, and they were not related to each other. However, the survey was not performed in person with the respondents that are the 100 employees. This is because of the current global pandemic scenario and lockdown situation all over India. In order to keep the safety measures in mind; thus, the respondents were provided with the survey consent form through Email and then the data collected from the survey responses of those emails were analysed. The questions were regarding the well-being of the employees in their respective organisations (Taherdoost, 2016). The process was unbiased and conducted with ethical considerations. The data were gathered from different secondary sources as well, such as books, articles, magazines, and newspapers. The data will be analysed by forming graphs for best representation. The gathered data then represented in a structured form before the graphical representation so that the graphs look good and also represents the relationship between employee well-being and the growth, development and well-being of the organisation.

Data transcribing in the research study implies analysing the data as per the thinking or perspective of looking at something by the respondents. Data transcribing in this research study was conducted based on the socioeconomic behaviour of the employees of the study (Helm and Dooly, 2017). In this scenario, 100 employees from several organisations were selected as samples for the study. In this case, the employees are considered to get the real insight in the scenario of the study or research which tells if the organisations believe the well-being of the employees to be an essential factor or part of the organisation or not.

Employees, on the other hand, are taken for the research study as samples to understand whether they get social, financial and physical stability from the organisation or not. It will also help to know whether the employees' health gets affected because of the immense pressure or not and whether that impact the growth of the organisation or not.

The employees might think this matter differently, and that will be studied in this research. The selected employees and of this research study were asked to fill up a questionnaire survey form which considered several questions related to the objective of the study and the primary and secondary research questions to conclude. All the employees answer to the survey questions as per their views on this matter that will help the research to come into conclusion (Moore and Llompart, 2017). The stated answers of the employees of the different organisation were transcribed in the electronic form and then analysed to dig deeper into the logic behind their replies or responses. The findings of the data that were transcribed will expect to provide reliable results and relevant to the research objectives.

The employees were also being questioned with logical terms by preparing the right questionnaire survey form, which will support the objective of this research study. It was not considered by only taking a survey with some random questions to transcribe the data. The employees selected for the study are part of several large-sized organisations. The organisations give the perspective of the employees' behaviour in the organisation because of the stress and pressure will affect the well-being of the employees, and their health will deteriorate (Smith et al., 2018). Employees mostly answered in the negative direction towards their satisfaction from the respective organisations as they face their health are not a priority to the organisation, and they are not provided with well-being programs to support them. Data were transcribed in the form of negative responses of the 100 employees.

5.5 Research Philosophy

The condition for gathering data is structured with the help of research philosophy. Philosophy of the research tells the ways research can be fulfilled, and the data collected can be adequately analysed. The category of the research philosophy is selected based upon the procedure of the way it is accomplished. Realism and the Positivist categories of the research philosophies are considered for this research (Ryan, 2018). The research procedure includes the incorporation of both the qualitative and quantitative categories of data.

This philosophy characterised by providing the idea for creating the theoretical evidence for the research. This type of research philosophy contributes to the practical differentiation into the analysis model of the research topic. Realism has been selected for

conducting of this research because it helps the researcher to obtain information from the scientific enquiry. The surveying of the topic is accomplished with the collection of data through the help of mail, which can be defined by the qualitative data type (Peterson, 2019). The research is also incorporated with the quantitative types of data and the necessary data has been gathered by contacting the respondents with the help of mail. The data which is found from the literature is related to the realism research philosophy category. The interpretation of the data has been found by using this category in the form of secondary sources and the ways the authors have defined and analysed them.

5.6 Research Approach

The research approach is the category of the research methodology, which tells the researcher to carry pit the whole research with a strategy that will define the objective of this research. The usefulness of the collected data is defined by implementing the essential aspects of the research. Theoretical observations proposed by the authors in the literature regarding the research topic are studied for future references and to get insight into new information with the help of the research approach (Basias and Pollalis, 2018). The patterns in the data are recognised with the help of the research approaches. Inductive and deductive approaches are the two main approaches used to accomplish the research methodologies.

For conducting this research study both inductive and deductive approach has been used. It is because both quantitative and qualitative research has been carried out in this study. inductive approach is associated with the qualitative study and deductive approach is associated with quantitative hence both these research approaches are applicable in performing this research. The deductive approaches are used for innovatively accomplishing the work of research that is to develop to test the hypothesis of an existing theory. The generation of the new theory from the emerging data is performed with the inductive approach (Liu, 2016). In this paper, the inductive type of approach is used. Empirical data is analysed to develop the theory in this research topic related to the relationship between employee well-being and organisational growth or well-being. The research is accomplished by surveying all the qualitative and quantitative data from primary and secondary sources it indicates that the survey is performed by gathering the data from the practical and theoretical fields like primary survey and literature respectively.

5.7 Research Strategy

Research strategy identifies the entire plan for conducting or finishing research to develop a new theory. A proper research strategy is needed; otherwise, the researcher cannot

produce a useful model of the research study. The strategy directs the researcher to complete the research within time or short period and also effectively and efficiently. Monitoring and surveying of the methodology or procedure of the study are part of a research strategy (Skoczyńska-Prokopowicz, 2016). The research strategy includes the establishment of an analytical model to support the research. Picking the appropriate strategy from which various valuable information can be obtained is challenging without going through the overall aims and objectives of the research.

In this research, strategic planning of using both the quantitative and the qualitative types of data is considered. The strategy is based on the examination of the data to develop a new concept in the field of study reacted to human resource management. The choice of appropriate strategy provides a guideline for accomplishing the target of the research (Togia and Malliari, 2017). In order to create an effective research strategy, gathered data is sufficient. The data will be useful for gathering practical knowledge about the topic which will give direction in the future. This research strategy is developed on the basis of quantitative data which is collected from the literature papers. As quantitative research has been carried out hence the data will be gathered from the respondents or participants. There were 100 respondents and stratified sampling was done to obtain different opinion regarding the wellness program of the organisations. The data from the respondents was carried out through the help of questionnaire and the design of the questionnaire pattern is Likert questions, direct questions and rating scale questions.

5.8 Research Ethics

Ethics in the research field is a must in order to take control of both qualitative and quantitative research studies. The set of principles the researcher takes care of while performing research is called research ethics. Research ethics maintain and improve the value of the research, and it can be supported by managing and maintaining the research principles while working on research. Therefore, the ethical principles that have been followed in this research study is focusing on reducing the risk of causing harm to anyone feelings and emotions while collecting data. On the other hand, while collecting the data focus has been given in gathering consent from the respondents by distributing the consent form to them in their mail ID's. In addition, while conducting this research study the researcher has focused in maintaining confidentiality as well as safeguarding the anonymity of the data and information (Ngozwana, 2018). Moreover, this research study has also carried out by avoiding all the deceptive practices. The research ethics and principles provide benefits to the

researcher as they follow all the ethics while conducting the research and that the researcher gets appreciated as well. The research ethics, therefore, provides the relevance in the research that needs to be maintained for the expectation of achieving a better research result.

Research ethics make sure the researcher is not getting involved in any deceptive practices that might harm the research outcome. Research and its moral values are maintained with the consideration of the research ethics. Maintenance of the identified data of the respondents or the primary data that is collected for conducting the research is also falling under the research ethics (Battiste, 2016). The security of the personal information of the respondents or the samples is also an essential aspect of the research ethics. The anonymity, along with the confidentiality of the respondents has to be considered by the researcher to follow the research ethics and moral values. It ensures that the research is completed with all types of ethical principles, not a few particular ones (Dooly et al., 2017). From collecting samples to analysing data, research can get bias. Research ethics make sure of the fact that no such manipulation is performed or considered for the achievement of the proper outcome for this research study of qualitative and quantitative nature.

Ethical consideration in the research work is essential to increase the value of the research. Ethical consideration implies that the research will be conducted by maintaining all the ethical and moral values. This study has been done by following all these ethical considerations of keeping the anonymity of the respondents and acknowledging the authors whose works are taken as help in the study. Ethical considerations mean the ways the data are being collected and maintained ethically so that it provides value to the research. The respondents give the necessary personal details before the survey, and that data has to be safeguarded by the researcher. The validity of the sample data was also recognised as an ethical consideration of the study. The sample or information that was obtained from the respondents has to be protected for the research, and that is also considered to be ethical. In this research, the respondents that were asked to share their opinion based on the research topic were given the full information about the research. They were asked to provide their responses to the survey questions through Google form that they had to fill and were sent to them through E-mail. The Email id of the respondents was kept anonymous, as well. They were asked for the permission beforehand and then depending on their answers, they were sent the Google form questionnaire. The participants were given contact number or email id so that they can contact if there are any future queries. These queries may involve the identity revelation of the respondents. The participants of the research were not harmed or made upset in any way through the process. The survey was not unbiased since the participants were not

together while they were providing the responses to the form, and also the people were chosen randomly. The answers were given by the respondents voluntarily, and they volunteered for this survey by following the rules and regulations of the research as well. These are the different ethical consideration of this research in the field of the primary survey.

5.9 Limitations of the Study

The most challenging factor in this research was the proper choice of the respondents to get the perfect answer to the pattern questionnaire. The approach to convince the respondents to participate in the interview session was a challenge too since the employees who are new to the organisations will not be able to give proper answers about the well-being of the organisation and lack of samples (Rahi, 2017). Another issue faced while performing this research was to collect the data regarding the research topic based on the existing literature. Finding the relevant literature or article of this topic was time taking. Another difficulty that was encountered in the process of conducting the research study was to understand and take care of the right strategy which will provide the relevant results which would be correlated with the research objectives and research questions. The limitation for this research study is limited access to the data due to covid-19 pandemic situation. Moreover, there are time constraints and contacting of respondents through email is bit difficult. Other than this, there are chances of arising of conflicts from the cultural bias as well as other personal problems.

6. Presentation of Data and Analysis

gender?

	Frequency	Valid Percent
Male	62	62
Female	37	37
Others	1	1
Total	100	100

Table 1: Frequency Distribution of Gender
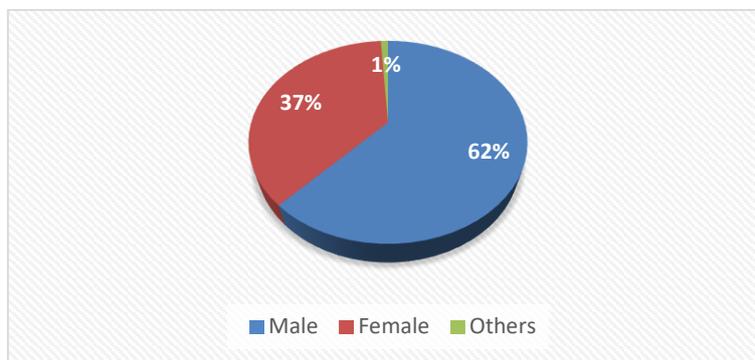
Figure 1: Gender of Employees

100 employees were selected to perform the study in which there were 62% of respondents are male, 37% are female and the remaining 1% belongs to other categories. The data gathered from the questionnaire survey sent through the email of the 100 employees of different organisations are represented with the above pie graph.

Age?

	Frequency	Valid Percent
18-25	8	8
25-40	48	48
40-60	37	37
over 60	7	7
Total	100	100

Table 2: Frequency Distribution of Age
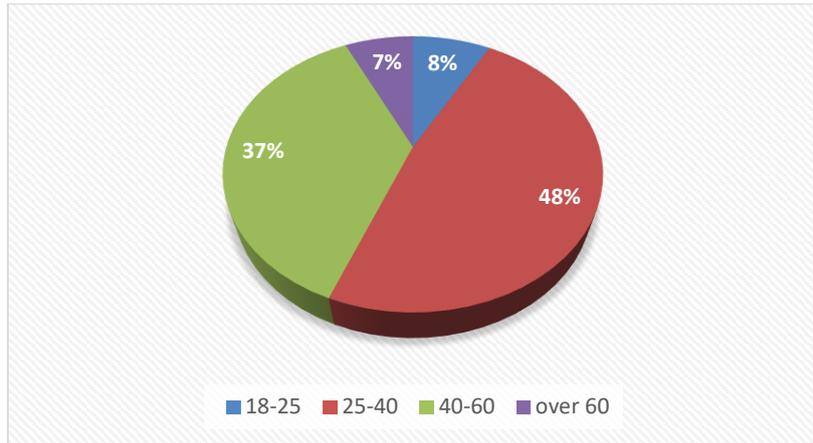
Figure 2: Employees' Age

The selected sample of 100 employees to conduct the research study belonged to different age groups. This data is then shown with the help of the above pie chart. The maximum percentage of employees that is 48% belonged to the age group of 25-40 years, 37% of the total 100 employees are from the age group of 40-60 years, 8% are from the age group of 18-25 years, and only 7% senior employees of several organisations belonging to the age group of 60 years and above.

From how long you are working in this organisation?

	Frequency	Valid Percent
0-5 years	57	57
5-10 years	25	25
10-15 years	17	17
More than 15 years	1	1
Total	100	100

Table 3: Frequency Distribution of Working Period
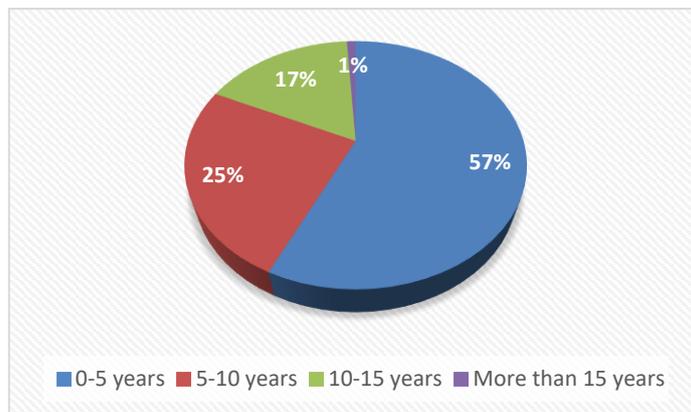
Figure 3: Working Period of Employees

57% of the total of 100 employees chosen for the study belonging to their organisations has working experience of 0-5 years. 25% of them have experience of working from 5 to 10 years, 17% of them are with their respective organisations or 10-15 years and only 1% is working in their organisation for more than 15 years.

How do you rate the working environment of the organisations?

	Frequency	Valid Percent
Highly Satisfactory	3	3
Satisfactory	32	32
Dissatisfactory	57	57
Highly dissatisfactory	8	8
Total	100	100

Table 4: Frequency Distribution of Work Environment
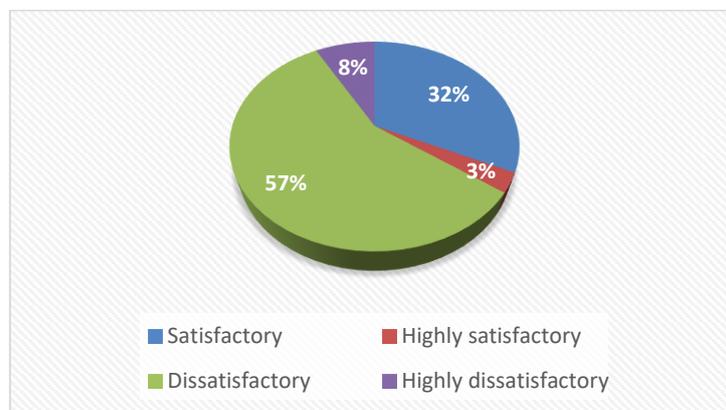
Figure 4: Working Environment

The above pie chart shows that 57% of the total of 100 respondents replied that the working environment of their organisation is dissatisfying. 32% think of it as satisfying. 8% are highly unsatisfied with the working environment of their organisation and only 3% are highly satisfied with their work culture or the environment in the workplace.

How much time do you spend in your organisation or at work?

	Frequency	Valid Percent
5-6 hours	8	8
6-8hours	55	55
8-12 hours	35	35
More than 12 hours	2	2
Total	100	100

Table 5: Frequency Distribution of Time Spent
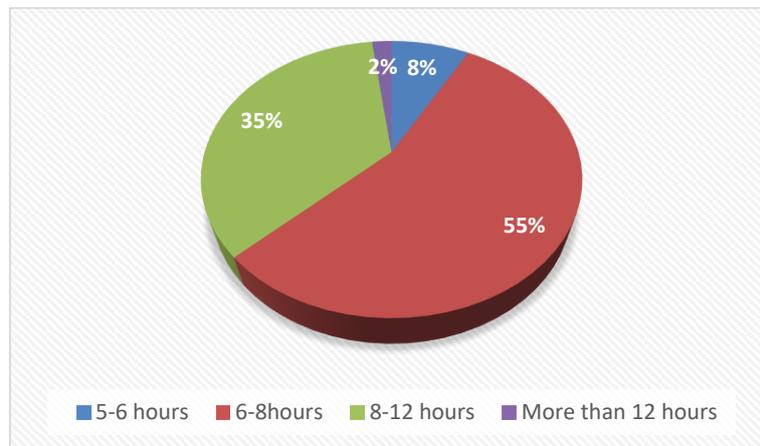
Figure 5: Working Hour

Employees spend many hours in organisations or their workplace. Out the 100 employees selected to give a response to the survey questions, 55% replied that they spent 6 to 8 hours in their organisation. 35% replied that they spent 8-12 hours in their organisation, 8% spends only 5-6 hours in their workplace. There are 2% of employees who spend time in the workplace or at work for more than 12 hours each day which cannot be good for their health.

Does your organisation provide a well-being program?

	Frequency	Valid Percent
Yes	72	72
No	28	28
Total	100	100

Table 6: Frequency Distribution of Well-Being Program
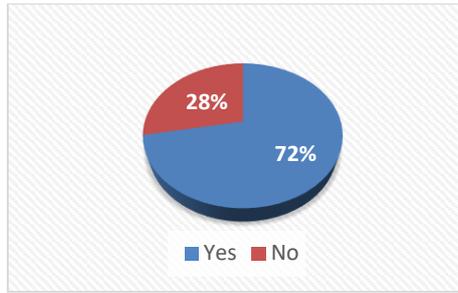
Figure 6: Well-Being Program

The graph shows that 72% of respondents one or more well-being programs. 28% said their organisation do not provide any welfare activities.

What type of welfare programs your organisation is providing?

	Frequency	Valid Percent
Yoga session and physical activities	25	25
Medical facilities	30	30
Counselling	19	19
Health insurance plan	11	11
Others	4	4
Total	100	100

Table 7: Frequency Distribution of Well-Being Program Type
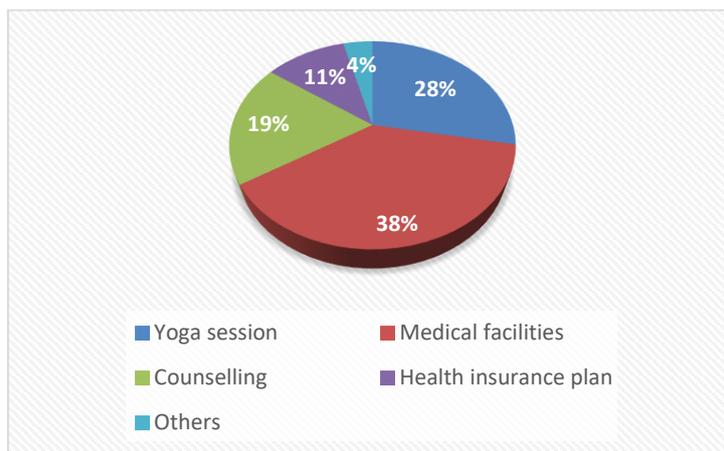
Figure 7: Type of Welfare Programs

30% Out of the total of 100 employees have the medical facilities as welfare program in their organisation, 19% provides counselling, 25% provides yoga session, 11% is for a

health insurance plan, 11% have both yoga session and health insurance plan and remaining 4% is for other types of welfare programs like body massage and spa sessions for releasing work stress of the employees and to lighten their mood. It also includes employee assistance programs to help employees who are in distress or depression and heavy work pressure (Pawar, 2016). The pie chart shows these different types of welfare programs that the organisations arrange for their employees and their well-being.

What do you think should be the duration of each session of the well-being program?

	Frequency	Valid Percent
30 mins	18	18
45 mins	68	68
55mins	12	12
1 hour	2	2
Total	100	100

Table 8: Frequency Distribution of Well-Being Program Duration
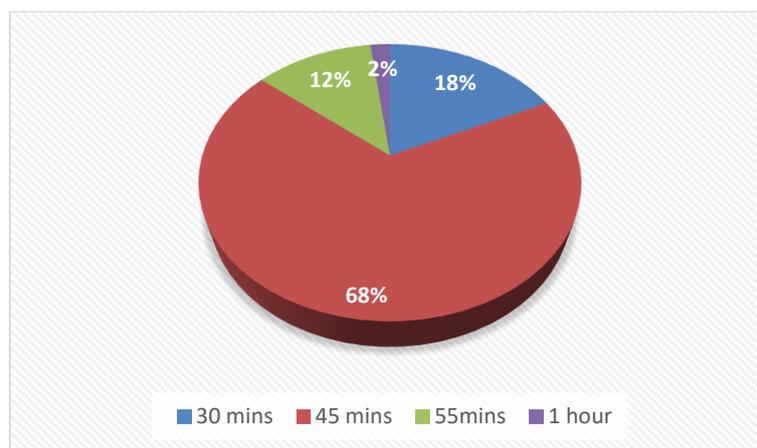
Figure 8: Preferred Time

Since the maximised percentage of respondents among the 100 employees selected for the study wants well-being programs in their respective organisations, they also have preferred time duration for the well-being program session. The above pie chart represents that 68% of the total 100 employees want the well-being session to be for 45 minutes, 18% thinks the session should last for 30mins, 12% of them thinks that the well-being programs sessions have to be for 55 minutes to help the employees and lastly, only 2% responded that the well-being program sessions should have been for 1 hour to show effective outcomes.

How do you rate the welfare programs that have been provided by your organisation? And if not what types of programs do you want?

	Frequency	Valid Percent
Satisfactory	5	5
Highly satisfactory	2	2
Dissatisfactory	55	55
Highly dissatisfactory	10	10
Total	72	72

Table 9: Frequency Distribution of Rating of Welfare Program
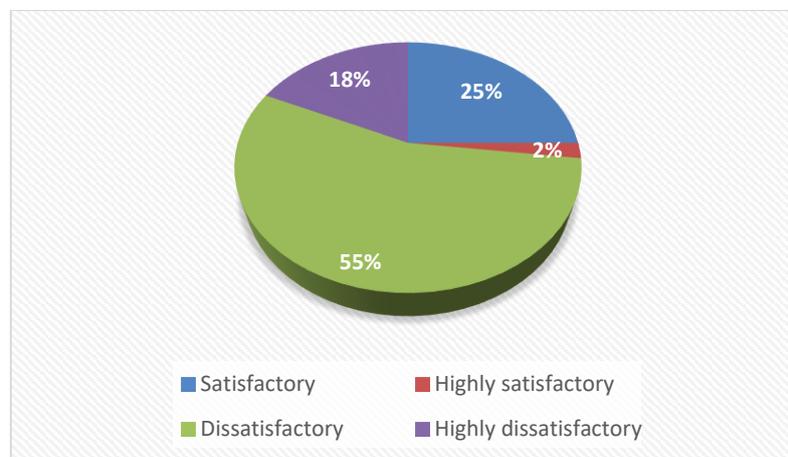
Figure 9: Rating of the Welfare Program

The diagram above shows those out of 72 employees who are provided with well-being program, 55% of the respondents replied that they were not satisfied or unsatisfied with the welfare programs provided by their organisation and 10% were very dissatisfied. This is maybe because the welfare programs are provided to employees but not given proper care by the organisation such that these programs fail to help the employees or maintain the well-being of the employees. On the other hand, 5% are satisfied, and 2% are highly satisfied with the welfare programs arranged by their organisation.

Respondents whose organisations do not provide any well-being program would like to have counselling sessions, sports events, yoga sessions, gathering, therapy, etc. in their organisation. This is because these helps in maintaining the health and wellbeing of the employees. These reduces stress and increases the level of energy and also increases the confidence within employees to work efficiently

(Page and Nilsson, 2017). The employees also think that yoga session improves the focus level of the employees instead of making them distracted by the work pressure and stress. All these positive influences of yoga sessions will increase the employees' productivity by calming them down and spreading positivity. They said they also like to have health facilities.

Do you possess the basic amenities to feel relaxed and comfortable at work?

	Frequency	Valid Percent
Strongly Agree	6	6
Agree	27	27
Disagree	46	46
Strongly disagree	21	21
Total	100	100

Table 10: Frequency Distribution of Basic Amenities
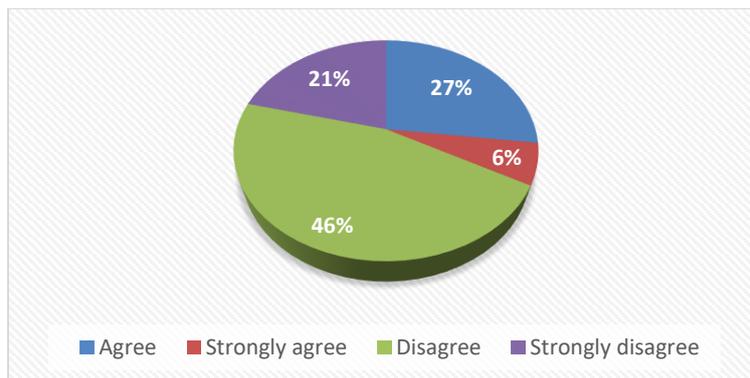
Figure 10: Possession of Basic Amenities

Organisations possess basic amenities like flexible working hours flexible working environment, health and safety schemes to employees to retain them in the organisation (Nielse et al., 2017). The selected employees for this research study suggested that they do not possess such basic amenities from their organisation to make them comfortable and relaxed at work. 46% disagrees and 21% strongly disagrees they do not get any facilities. 27% of the employees agree that they get such basic amenities by their organisation and 6% also strongly agrees that they are comfortable and relaxed in their organisation.

Do you think that your organisation cares about your mental and physical welfare?

	Frequency	Valid Percent

Strongly Agree	0	0
agree	5	5
Disagree	57	57
Strongly disagree	38	38
Total	100	100

Table 11: Frequency Distribution of the Organisation's Care
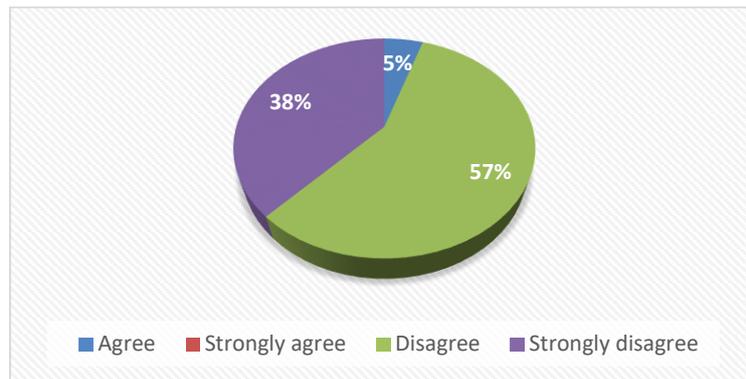
Figure 11: Thoughts on the Organisation's Attitudes

The above pie chart shows that the 57% employees out of the total 100 selected employees of different large multinational organisation disagree that their organisation do not care about the mental health and physical welfare of the employees. 38% strongly disagrees with the fact the organisations care about the employees and their mental and physical health. Only 5% agrees that their organisation care about the health and safety of the employees both in terms of mental and physical welfare.

Does the welfare program make you feel empowered at the work?

	Frequency	Valid Percent
Strongly Agree	13	13
Agree	29	29
Disagree	30	30
Strongly disagree	28	28
Total	100	100

Table 12: Frequency Distribution of Employee Empowerment
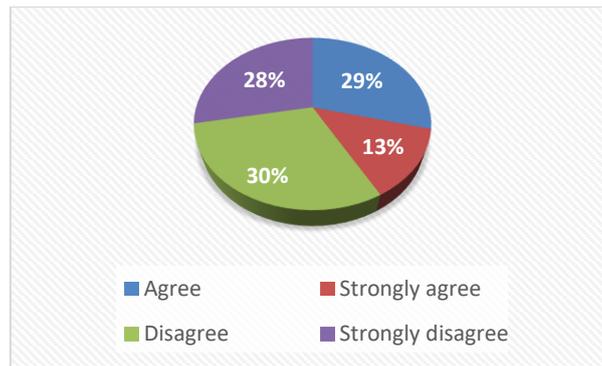
Figure 12: Employee Empowerment

The above pie chart shows that the employees feel empowered in the organisation or not. 30% disagrees that they feel empowered by their organisations. 28% also strongly disagrees with that. 13% strongly agreed that they do feel empowered in their respective organisations and 29% also agreed that they feel empowered. Employees if feel empowered to get motivation for work and some organisations give the employees motivation and some do not. Again, not all the employees in an organisation feel empowered that is there is discrimination in this matter.

Does the welfare program help you in overcoming stress?

	Frequency	Valid Percent
Strongly Agree	3	3
agree	8	8
Disagree	13	13
Strongly disagree	76	76
Total	100	100

Table 13: Frequency Distribution of Agreeing with Overcoming Stress
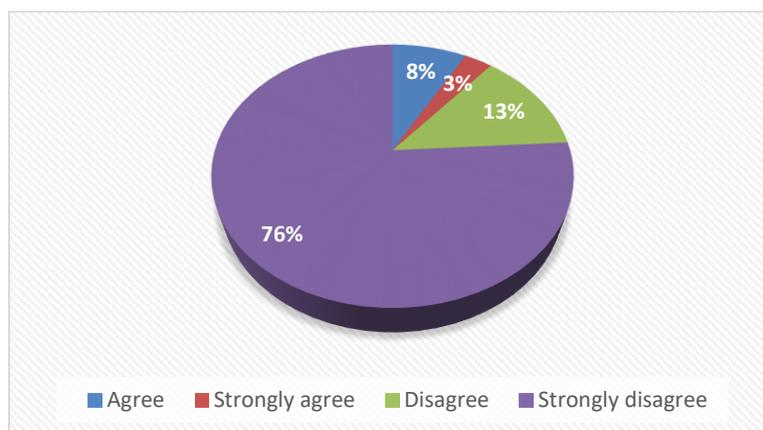
Figure 13: Overcoming stress

76% respondents of a total of 100 respondents selected for this study replied that they strongly disagree that the welfare programs arranged or provided by their respective organisations do not help in overcoming the working tress that is hampering their well-being. 13% again, also disagrees that they do not get any help regarding overcoming the stress or depression from these welfare programs. However, 8% agrees that they do get help in overcoming the work stress and the anxiety caused due to the extreme work pressure and responsibilities. The remaining 3% strongly agrees that their organisation takes the welfare programs seriously and the employees get all the necessary help form those programs to overcome the work stress.

Are you satisfied with the medical program being provided by your organisation?

	Frequency	Valid Percent
Highly Satisfactory	5	5
satisfactory	7	7
Dissatisfactory	21	21
Highly dissatisfactory	8	8
Total	41	41

Table 14: Frequency Distribution of Satisfaction for Medical Program
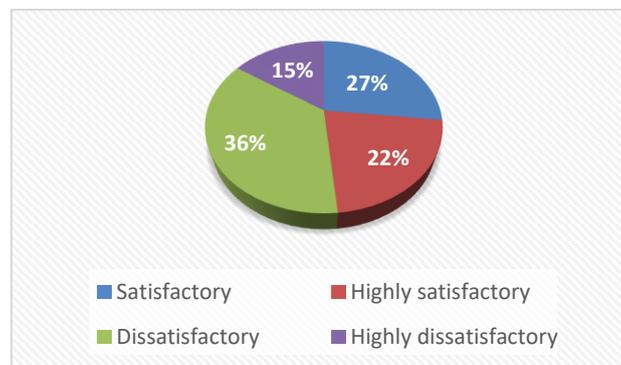
Figure 14: Satisfaction for the Medical Program

The pie diagram above shows that out of 41 employees 21% of the respondents replied that they are not satisfied or are dissatisfied with the medical welfare programs provided by their organisation and 8% are very or highly dissatisfied. This is because the medical welfare programs that are provided by the organisation fail to help the employees or maintain the well-being of the employees in case of there is any accidents or sudden illness due to stress or work pressure. On the other hand, 7% are satisfied and 5% are highly

satisfied with the medical welfare programs arranged by their organisation for their employees and their well-being.

Does the counselling session for employees arranged by organisations help you in improving your performance in the organisation?

	Frequency	Valid Percent
Strongly Agree	38	38
Agree	46	46
Disagree	9	9
Strongly disagree	7	7
Total	100	100

*Table 15: Frequency Distribution of Counselling Session*
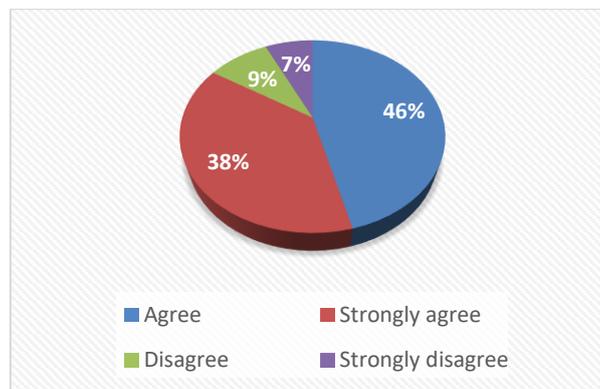
Figure 15: Helpful Counselling Session

38% respondents of a total of 100 respondents selected for this study replied that they strongly agree that counselling session as a welfare program provided by their respective organisations does help in improving the performance of the employees. 46% again, also agrees that they do get help regarding improving the performance of these welfare programs like a counselling session. However, 9% disagrees that their level of performance has improved by overcoming the work stress and anxiety caused due to the extreme work pressure and responsibilities. The remaining 7% strongly disagrees that their organisation takes the welfare programs such as counselling session improves or tries to improve the level of performance by the employees.

Do you think the health insurance plan will be benefited for you?

	Frequency	Valid Percent
Strongly Agree	27	27

Agree	65	65
Disagree	7	7
Strongly disagree	1	1
Total	100	100

Table 16: Frequency Distribution of Health Insurance Plan Benefits
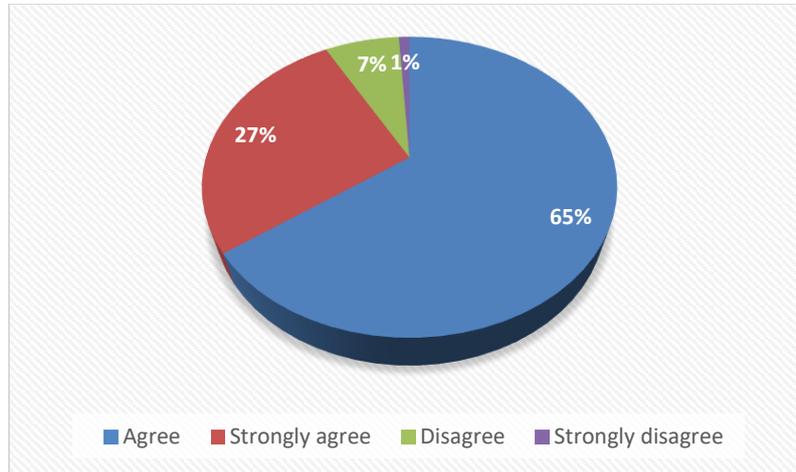
Figure 16: Importance of Health Insurance

The pie chart above represents the percentage of respondents that believes health insurance plan can be benefitting. 65% of them responded that they will be benefitted by the health issuance plan which will support them in case of any physical or psychological illness occurred due to the extreme work pressure and work stress. 27% of them also strongly agree with this fact and they also think the benefits will be maximum form the health insurance plan. 7%, however, disagrees that the health insurance plan alone cannot give benefit to employees and only 1% strongly disagrees that the health insurance plan can provide the necessary benefits to the employees.

Do the welfare programs you take part in improve your attention towards work?

	Frequency	Valid Percent
Strongly Agree	13	13
Agree	23	23
Disagree	38	38
Strongly disagree	26	26
Total	100	100

Table 17: Frequency Distribution of Focus Level
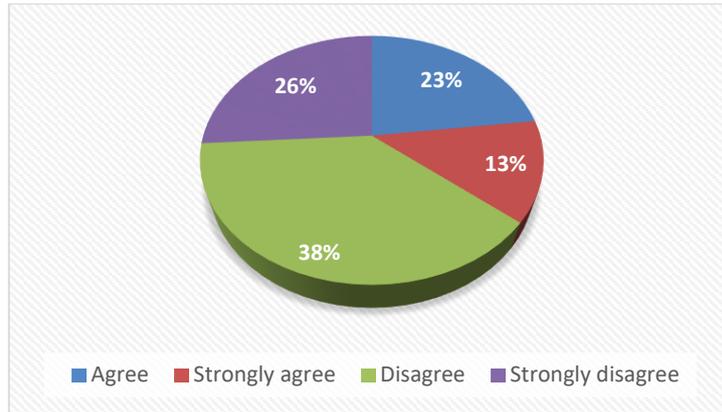
Figure 17: Increased Focus

The pie diagram shows that 38% of the employees disagree that the welfare programs that they take part in their respective organisation improve the level of attention towards work. 26% again strongly disagrees that the welfare or well-being programs provided by the organisations improve the attention of the employees towards work. 23% of the total 100 employees, however, agree that their organisation provides the welfare programs which bring focus on their work and they become more attentive towards the work. 13% of them also strongly agree that the welfare program provided by their organisations as improves their attention towards the work assigned to them.

Do you think it is important for the organisation to implement a wellbeing program?

	Frequency	Valid Percent
Strongly Agree	42	42
Agree	52	52
Disagree	5	5
Strongly disagree	1	1
Total	100	100

Table 18: Frequency Distribution of Agreeing with Implementing Welfare Program
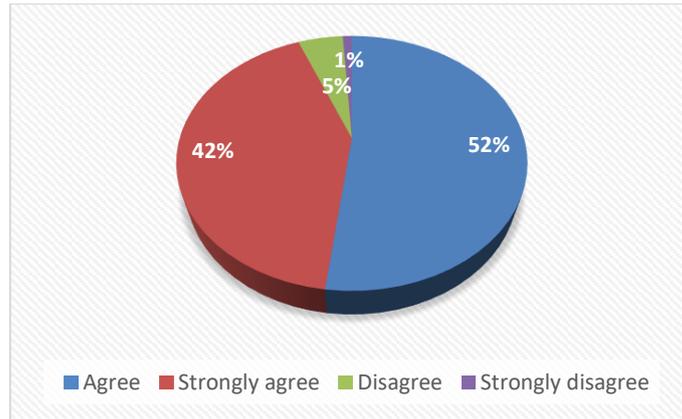
Figure 18: Well-Being Program Preference

The 100 employees selected to record their response as a sample of this study answered the question of whether they want any well-being programs to be arranged by their respective organisation or not. The responses are represented in the above pie diagram. 52% of the total employees agree with the fact that their organisations should arrange the well-being programs to reduce the level of stress from the shoulder of the employees and also to reduce their pressure. 42% of them also strongly agree with the concept of the organisations arranging the well-being programs for them. Very few percentages such as 5% disagree as they might think that these well-being programs will not be helpful to reduce the stress level of the employees and improve their health conditions. Only 1% strongly disagrees.

How much do you spend on wellbeing programs in the organisation?

	Frequency	Valid Percent	Cumulative Percent
less than 6 lakhs	8	8	8
6-8 lakhs	21	21	29
8-10 lakhs	32	32	61
10-15 lakhs	33	33	94
More than 15 lakhs	6	6	100
Total	100	100	

Table 19: Frequency Distribution of Spending on Well-Being Program
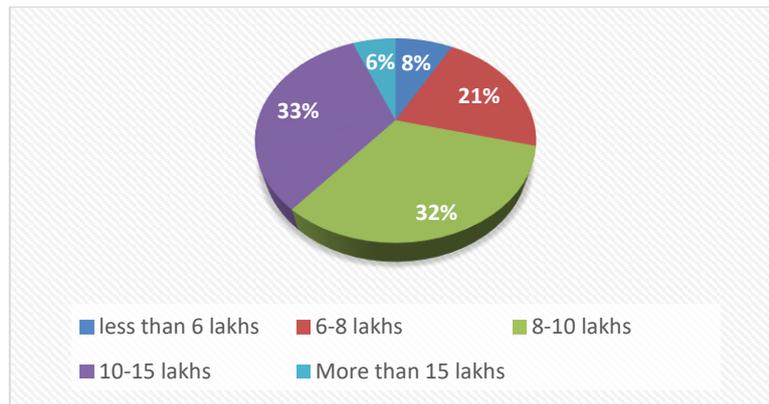
Figure 19: Spending on a Well-Being Program

32% of the total 100 employees responded that they spends 8-10 lakhs for the well-being program, 33% said that they put 10-15 lakhs for providing well-being program, 21% spend for well-being programs is in the range of 6-8 lakhs, 8% said the amount spend for welfare programs fall under the category of less than 6 lakhs and finally only 6% said that the spending by them for well-being programs is more than 15 lakhs.

6.1 Discussion of Findings

The research was done using a questionnaire through google forms. The data is gathered on the responses of 100 employees which was sent though mail. The research is

mainly done on employees ranging from 18 to 60 of age out of which 62% are males and 37% are females.

6.1.1 Presence of well-being program – The respondents chosen for completing this research were asked if their organisation provide any particular well-being programs for them or not. In support of this question, 28% of respondents said that their organisation does not provide any well-being programs for the employees but 72% said that their organisation provides the well-being programs facilities which help them to reduce stress and resolve other issues which might impact their work. It has been observed that the higher performance organisations comprehend the equation of the health and work. Due to this reason there are more than 75% of the higher performing organisations that has been surveyed presently stated that measuring of the health status is considered by them as their organisational risk management strategy. This research study shows that there is a higher priority of the welfare programs which the organisations are nowadays implementing for maintaining the job life of the employees as well as the financial performance of the organisations. The analysis from the findings also shows that the satisfaction of the employees has a substantial positive correlation with the loyalty of the consumers. The analysis also shows that there is a strong link between organisational productivity and welfare program for the employees. Therefore, the human relation theory stated that the high well-being of the employees is integrated with the high morale that in turn leads to high productivity. The analysis carried out by gathering the data from the respondents shows that improved well-being program in the organisations help the employees to focus more on their work as it helps them to release stress and anxiety. The findings also show that different types of welfare program like counselling, motivation, health insurance plans and other facilities helps in encouraging the employees to perform better in the organisations.

6.1.2 Necessity of well-being programs- It has been found that implementing of the well-being program in the organisations leads to greater involvement of the employees towards the work. 72% of the employees stated that if they have been provided with organisational well-being program, they will be benefitted in their work life balance and this would lead to growth as well as development in their performances. When organisations will begin to value the employees there would be greater involvements with consistent improved attitudes of the employees. On the other hand, the findings also show that employee motivation program would also help in increasing of the job satisfaction among the employees as it assists in

lowering of the stress level. Hence it leads to improve in organisational commitment and decreasing in the turnover of the employees. This necessity of these programs can be interpreted as 30% percent of the sample believes that these programs increase their attention towards work, and they feel empowered. The presence of programs health insurance plan shows that employees feel mentally and financially safe.

6.1.3 Relationship between employee well-being programs and organisational growth- It can be interpreted that there is positive relationship between employee well-being and organisational growth. 72% of the employees stated that their organisation has some sort of well-being programs. Their organisation provides programs like counselling, physical activities, medical facilities, etc. 26% of these employees feel that their attention towards works increase because the programs. also, 94% of the whole sample felt that implementing well-being programs is helpful for them. Increased attention is an indicator for growth of the organisation.

6.1.4 how would the employee use these programs - As 72% employees which have the well-being programs. These programs consist of physical activities, counselling sessions etc. 28% respondents whose organisations do not provide any well-being program would like to have counselling sessions, sports events, yoga sessions, gathering, therapy, etc. in their organisation. This is because these helps in maintaining the health and wellbeing of the employees. These reduces stress and increases the level of energy and also increases the confidence within employees to work efficiently (Page and Nilsson, 2017). 95% respondents stated that their organisation does not care about mental health and 58% felt that don't feel relaxed at workplace. This makes it necessary for organisation to implement well-being programs and organisations which have these programs should revise their programs. The employees would use these programs as a stimulus to mental, physical and financial health. These programs would help them overcoming stress and pressure. Also, this would create work-life balance. Thus, it would increase the productivity and focus. The 100 employees of different large-sized multinational corporations who were selected to analyse the research objective this research study responded in against of the organisations by indicating that the organisations do not possess any flexibility and comfortability to the employees so that they can work in the organisation in a less pressurised and stress-free way. The employees are not satisfied with the well-being programs provided for them. 52% of employees agree, and 42% strongly agree and think of well-being programs

as of great importance in their organisation because they believe it will lower their stress and reduce the pressure of enormous work responsibilities. They think there is a need for improvement in the program, and the programs are missing the effort to improve employee well-being. As per their response, the significance of well-being programs in the overall development and accomplishment of the organisational goals can be easily traced. Since the organisations are moving towards the urbanisation and globalisation, the work responsibilities and pressure are taking a rapid turn on the employees, risking their health while working (Howard et al., 2014).

6.1.5 Expenditure of organisations on well-being programmes- According to the survey, 32% of respondents said their organisation spend between 8-10 lakhs, 33% said 10-15 lakhs, 29% less than 8 lakhs and 6% above than 15 lakhs. Therefore, the organisations spend on an average Rs. 9-11 lakhs. These organisations should rethink as 65% respondents are either dissatisfied or highly dissatisfies. They should implement accordingly to employee needs. They could even implement combination of multiple programs.

6.1.6 How are employees are benefited by these well-being programs- on the basis of questionnaire, 29% of respondents agree and 13% strongly agree that these well-being programs makes them feel empowered. This also motivates them to excel in performing their assigned tasks. Although, only 8% agree and 3% highly agree that these programs help in reducing stress whereas 13% disagree & 76% strongly disagree. This shows organisations should change their approach of implementing these programs as per the employee's satisfaction. Also, employees feel that these programs are essential for employee's growth in every aspect such mental, physical, financial, spiritual, etc.

7. Conclusion and Recommendations

7.1. Conclusion

Employees and the organisation are interconnected. Organisations will not be able to function effectively if the employees are not working hard with dedication and efficiency, and employees will not be having a good life if the organisation does not support them. It implies that the well-being of the employees and the organisations are both interrelated. Organisations are competing in the market to earn the best position and huge profits, and for that, they are bringing structural, technological and cultural changes in the organisation (Lecy, Schmitz and Swedlund, 2012). These changes are affecting the employees and their well-being. Competition and eagerness to deliver the best in generating pressure on the employees, and they are losing interest in the job.

Employees in the organisation work with their one hundred per cent so that they can deliver the best outcome to the organisation but, the extreme work pressure or responsibilities become the reason for their health deterioration. Employees face several health issues which affect their mental and physical conditions. The increasing level of pressure and stress are causing harm to the employees, which are lowering their level of productivity. The organisations, on the other hand, are continuously increasing the workload on the employees since they want their organisations to be the best in every aspect of doing business and this is why they are not considering the employees and their well-being before the fact they want to earn the only profit (Holloway, 2012). The poor health condition of the employees, on the other hand, is lowering the profit margin of the organisation.

Employees face several difficulties like anxiety, depression, and the stress in their work as the workplaces fail to provide them with physical and mental support and also the financial support with which they will be able to become financially stable in their life. Globalisation and urbanisation are associated with knowledge-based activities which incorporate the knowledge, skills and efficiencies of the employees, and this is why the organisations are eager to utilise the manpower with abundant resources (Hu and Chen, 2015). This, in turn, results in massive job creation however the employees once enter the organisation, they are given so many responsibilities, and they are required to send so many hours if their daily life in the organisation, they feel pressurised and stressed. Employees become physically and mentally ill, which affect their performances.

Employees need to be taken care of properly so that they perform efficiently and effectively for the organisation without hampering their healthy life. They should be able to

balance between work and personal life without any pressure or stress that might increase the mental and physical health-related problems for them. The well-being of the employees has to be considered so that they can remain competent an also feel like functioning in the organisation. Indian organisation is seen to have huge responsibilities and work pressure on the employees. Still, the well-being programs are not up to the mark to overcome the stress or even improve the performance level and attention to work (Holloway, 2012). Since India is a labour abundant country, the organisations try to utilise this human resource to maximise their profit. For that, they pressurise the employees to go beyond their capability and work. The work pressure of finishing a considerable amount of work within time gives stress to the employees, and their health condition deteriorates. The well-being programs that the organisations arrange, however, are mostly ineffective for the employee's well-being.

The stress experienced by the employees is defined to be directly linked to the organisation and its low level of productivity and the minimisation of the profit. Therefore, all the necessary well-being factors have to be provided to the human resource for their effective functioning for the organisation, which will increase the profit. The absence of physical and mental stability of the employees in the organisations of India is pulling it down in terms of the growth and success. Though organisations are creating job opportunities, learning opportunities and also the compensation and beneficiary schemes, they are not able to deliver a comfortable and relaxed environment to the employees to reduce their stress and pressure (Hu and Chen, 2015). Hence the organisation should focus on providing physical and mental well-being to its employees.

Organisations often face issues regarding the employees, which slow down the pace of growth of the organisations. These issues include employee turnover, absenteeism, and sickness, not willingness to work, interpersonal conflict, stress, and reduced performance level. All these issues work in the opposite of the organisation, and they fail to achieve the target they are setting for. The immense pressure of work pushes the employees to leave the organisation, which increase the rate of employee turnover in India and Indian organisations. The rate of absence in work or lack of focus and attention towards work also increases because of this. The employees become sick and stressed, which is again because of the stress, anxiety, and fear of not delivering the work within time (Russell and McGinnity, 2014). The employees lose interest in the work, and their willingness to work declines. They do not give what is expected from them and the productivity of the organisations decreases continuously. Therefore, the growth of the organisation and its well-being is directly linked with the employees and their well-being.

7.2. Recommendations

It has come to knowledge that the well-being programs are the best solution to the problem of dealing with work stress. Employers are spending for the welfare programs, but they are not receiving proper outcome or help form it. Wellness activities in the organisation help the employees to handle the work stress, which is hampering their work capacity and also the productivity of the company. The organisation faces different types of issues because of this work stress or enormous workload, which are driving the success factor of the organisation backwards. The organisations take money from the employees, but those sessions do not satisfy the employees. Organisations that offers medical and other well-being programs fails to satisfy their employees and there some organisations which do not provide any of those welfare programs at all (Dickson-Swift et al., 2014). Organisations face low performing level of the employees, their turnover from the organisations, lower productivity level, weak health and others. All these issues are subjected to the stress level the employees are facing because of the considerable pressure in work. Therefore, the well-being of the employees is not given priority by the organisations, which in turn results in the absence of well-being of the organisation as well. Organisations, therefore, is recommended to arrange training development programs for their employees along with well-being programs which will reduce the stress of the employees so that they do not experience stress, depression, anxiety or any another mental or physical sickness. The employees have to be given empowering responsibilities, and rewards for outperforming their work so that they are they feel free to work in the organisation without thinking of it is as a pressure test (Ashdown and Bernard, 2012). Wellness programs are beneficial and are recommended for the employees who will solve the issues of being under stress of work and also facing different other interpersonal conflicts.

The organisations can organise different wellness programs like a yoga session, counselling, and training for the employees so that they can remain mentally stable and robust. In this way, the well-being of the employees will be achieved. Yoga sessions and meditation gives the employees inner peace and reduces stress. The organisations are recommended to appoint professional trainers and counsellors who will understand employees and their issues. These sessions will help the members of the organisation to clear up their mind from different or distress. The organisations can arrange or establish an onsite fitness centre as it will retain healthy employees to work for in the organisations. Large multinational corporations should spend their resources in developing a fitness centre in the office building for giving the employees a healthier work life. Organisations also have to

rethink about the meal plans for the employees. They should provide healthy foods in the canteens so that the employees can get proper nutrition to be healthy physically. In this way, the employees will be physically fit to provide the organisations with quality work. Employees also face bullying in their respective workplaces in terms of region, culture or even gender (Gee et al., 2014). These factors also hamper the working mind of the employees and affect their functionality. In order to stop this so that the employees do not face any difficulties in the workplace and their mental health remains balanced along with the balance in the work-life, the organisations are recommended to implement strict policies to stop workplace bullying. Organisations should arrange these welfare programs for free and to improve the well-being of the program.

The research study finds the connection between the employee's well-being with the organisation's well-being or growth. This study will provide a robust future reference in the research field, which deals with organisational strategies and human resource. The information contained in this research study will be helpful for the researcher who will walk in this path in future to get deeper insights into the matter. The findings of the study highlight different issues the employees are facing, and that should be notified to the organisations as well so that they dedicate the resources for the well-being of the employees. The organisations will also be pointed out these issues that are slowing their profit rate down so that they can understand the importance of employees and their well-being in the organisation. The organisations with this research in future will also get knowledge about the ways, and they can take care of the employees and their well-being in terms of physical, mental and financial references. The study will, therefore, be able to help both the future researcher and the organisations that stress or pressurise the employees to take a massive workload by highlighting the negative aspects of this stress on the employees and the organisation.

7.3. Suggestions

The research focuses on the relation between the employees' well-being and the organisation's well-being. This research study suggests that the organisations the proper control of their employees' health both physical and mental health so that the organisations do not get through the situations like employee turnover, poor performances, low productivity level and also a lower level of profit. The organisations are suggested to take the employee assistance programs which will guide the employees to deal with issues like depression, stress and anxiety that comes from tremendous work pressure (Biron and Karanika-Murray, 2014).

All these sessions have to be for 45 minutes in which the employees will not think of work pressure at all.

The organisations are also suggested to provide the employees with health care benefits which will take good care of their health-related problems. The organisation can even offer wellness reimbursements and fitness subsidies to each of its employees as a part of their wellness program activity. It also suggested that the organisations can organise onsite massage parlour for the employees to relief their stress and comes in a fresh mind to work. Work responsibilities have to be taken care of and also have to be divided carefully within employees so that they do not become a burden to employees. Deadline has to be set for each work correctly so that the employees do not fear that will not be able to complete the work within time and this increases their stress and hamper a healthy life they are leading (Shanafelt et al., 2015). The organisations and their employees are both dependent on each other, and that is why it is necessary to keep each other well being in mind while working. Organisations when will be successful in maintaining the work-life balance of the employees with the wellness programs, they will be able to attain growth as well.

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Appendix

Questionnaire

- **What is the relationship between wellbeing and organisational growth?**

1. Gender?

   a. Male. b. Female c. Others

2. Age?

   a. 18-25 b. 25-40 c.40-60 d. over 60 years

3. From how long you are working in this organisation?

   a. 0-5 years b. 5-10 years c. 10-15 years d. More than 15 years

4. How do you rate the working environment of the organisations?

   a. Satisfactory b. Highly satisfactory c. Dissatisfactory d. Highly dissatisfactory

5. How much time do you spend per day in your organisation?

   a. 5-6 hours b. 6-8 hours c. 8-12 hours d. More than 12 hours

- **What is the health initiative programs that should be implemented to progress the well-being of the employees?**

6. Does your organisation provide a wellbeing program?

   a. Yes b. No

7. What type of welfare programs your organisation is providing?

   a. Yoga session b. Medical facilities c. counselling d. Health insurance plan e. if other please specify:

8. What do you think should be the duration of each session of the well-being program?

   a. 30 min b. 45 min c. 55min d. 1 hour

9. If your organisation does not provide any wellbeing program. Which wellbeing program would you like to be provided by your organisation? Describe.

10. How do you rate the welfare programs that have been provided by your organisation?

    a. Satisfactory b. Highly satisfactory c. Dissatisfactory d. Highly dissatisfactory

- **How would the employees use the wellness program?**

11. Do you possess the basic amenities to feel relaxed and comfortable at work?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree

12. Do you think that your organisation cares about your mental and physical welfare?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree

- **Do wellbeing programs help in maintaining work-life balance?**

13. Does the welfare program make you feel empowered at the work?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree

14. Does the welfare program help you in overcoming stress?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree

15. Are you satisfied with the medical program being provided by your organisation?

a. Satisfactory b. Highly satisfactory c. Dissatisfactory d. Highly dissatisfactory

16. Does the counselling session help you in improving your performance in organisation?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree

17. Do you think the health insurance plan will be benefited for you?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree.

18. Do the welfare programs you take part in improve your attention towards work?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree

- **How much do organisations spend on employee well-being initiative programs?**

19. Do you think it is important for the organisation to implement a wellbeing program?

a. Agree b. Strongly agree c. Disagree d. Strongly disagree

20. Do you have any idea how much your organisation spends on wellbeing programs?

a. Less than 6 lakhs b. 6-8 lakhs c. 8-10 lakhs d. 10-15 lakhs. e More than 15 lakhs

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