

## Original Research Article

## A Study on Employee Well-being Practices and Its Impact on Productivity

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**Abstract:** Employee well-being has become a critical factor influencing organizational productivity and overall performance. Increasing workload pressures, stress, and work-life imbalance often affect employee efficiency and engagement. The present study examines the impact of employee well-being practices on productivity across organizations.

Primary data was collected from 100 respondents through a structured questionnaire using Google Forms. The study evaluates existing well-being initiatives, employee expectations, satisfaction levels, and the influence of well-being on daily productivity. The findings reveal a positive relationship between employee well-being and productivity. Psychological well-being and work-life balance emerged as major contributors to improved performance.

The study concludes that effective implementation of structured well-being practices enhances engagement, reduces stress, and strengthens organizational productivity.

**Keywords:** employee well-being, productivity, work-life balance, mental health, organisational support, hr practices, workplace stress, employee engagement.

## 1. Introduction

Employee well-being refers to the overall physical, psychological, social, and occupational health of employees within an organization. In modern workplaces, employees often experience high levels of stress due to heavy workloads, tight deadlines, and increasing performance expectations. These factors can negatively affect employee health, motivation, and overall productivity if not properly addressed.

Organizations today are increasingly recognizing the importance of promoting employee well-being as a key component of organizational success. Well-being initiatives such as flexible working arrangements, health and wellness programs, mental health support, and employee assistance programs are being introduced to support employees in managing work-related stress and maintaining a healthy work-life balance.

Employee well-being not only improves individual health and satisfaction but also contributes to higher engagement, improved morale, and better work performance. When employees feel supported and valued, they are more likely to remain motivated, focused, and productive in their roles. Therefore, understanding the impact of employee well-being practices on productivity is essential for organizations aiming to create a positive work environment and achieve sustainable performance outcomes.

## 2. Statement of the Problem

Despite the growing implementation of employee well-being practices, many organizations still experience issues related to stress, burnout, low engagement, and reduced productivity. There exists uncertainty regarding whether current well-being initiatives effectively meet employee expectations and contribute significantly to productivity improvement.

This study aims to examine the extent to which employee well-being practices influence productivity and identify possible gaps in implementation.

## 3. Significance of the Study

- Helps organizations understand the productivity impact of well-being initiatives.
- Assists HR professionals in improving implementation strategies.
- Identifies gaps between employee expectations and available practices.
- Contributes to academic understanding of well-being and performance relationship.

## 4. Objectives of the Study

- To identify existing employee well-being practices.
- To examine employee satisfaction levels regarding well-being initiatives.
- To analyse the gap between expected and available well-being practices.
- To study the relationship between employee well-being and productivity.
- To identify challenges faced in implementing well-being initiatives.
- To determine which dimension of well-being most influences productivity.

## 5. Hypotheses of the Study

**H0:** There is no significant relationship between employee well-being and productivity. **H1:** There is a significant

relationship between employee well-being and productivity.

## 6. Scope of the Study

The study focuses on examining employee perceptions regarding well-being initiatives and their influence on productivity. It includes responses from employees across different organizations and job roles.

## 7. Literature Review

### 1) Dr. K. S. Meenakshi Sundaram et al. (2025)

This study highlights the integration of work-life balance and flexible working arrangements within HR frameworks. The findings reveal that employees with balanced workloads and supportive flexibility demonstrate higher engagement and better productivity levels.

### 2) Viraj Kishor Bhosale & Dr. P. V. Yadav (2025)

The research explores the impact of sustainable HR practices on employee burnout and productivity. It concludes that flexible work hours, wellness programs, and organizational support significantly reduce burnout and enhance job satisfaction and productivity.

### 3) Vishnu P & Dr. S. Chandrasekaran (2024)

This study examines the effect of corporate wellness programs on employee engagement and performance. The results show that stress management and health promotion initiatives improve emotional well-being and contribute positively to productivity.

### 4) Bhoir & Sinha (2024)

This systematic review identifies HR practices that promote employee well-being, including flexible scheduling and support systems. The study suggests that well-being-focused HR interventions enhance engagement and indirectly improve organizational productivity.

### 5) Sayani Ghosh (2021)

This study examines work-life balance among employees and identifies organizational and personal factors influencing well-being. The findings reveal that inadequate work-life balance negatively affects physical and mental health, which can impact productivity.

## 8. Research Methodology

**Research Design:** Descriptive research design was adopted. **Data Collection**

### **Method:**

Primary data was collected using a structured questionnaire.

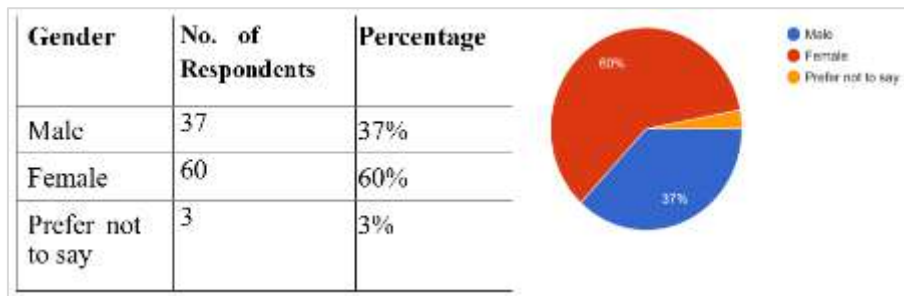
Secondary data came from books, research journals, articles, websites, and previous studies **Sample Size:** 100 respondents from the region of Mumbai Metropolitan Region.

**Sampling Technique:** Convenience sampling.

**Tools Used:** Percentage analysis and graphical representation (Pie Charts).

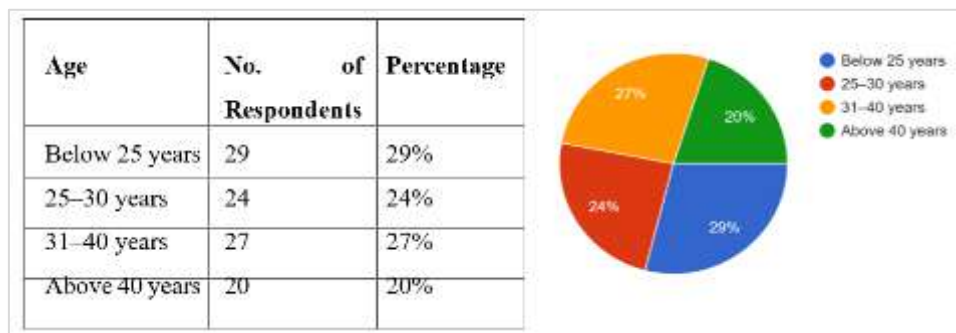
## 9. Data Analysis

### Gender-wise Classification



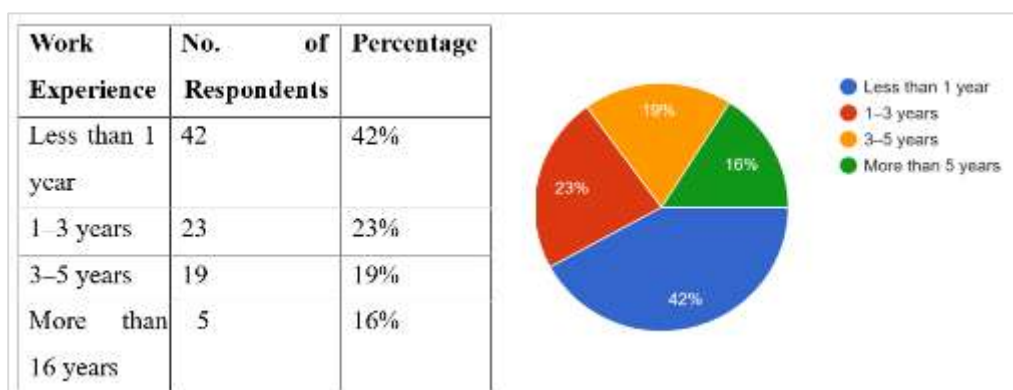
**Interpretation:** Most respondents are Female (60%), followed by Male (37%). The higher female representation suggests that the findings may reflect stronger insights from women employees regarding workplace well-being practices.

### Age-wise Classification



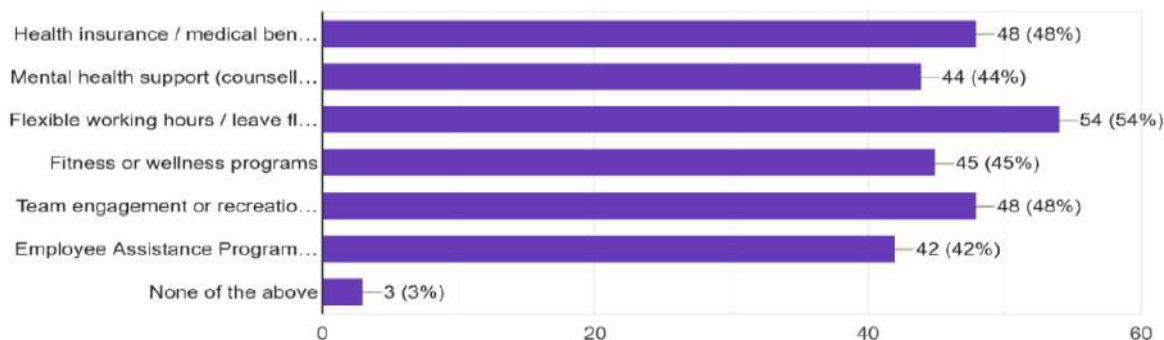
**Interpretation:** Most respondents belong to the Below 25 years age group (29%), followed closely by 31–40 years (27%). This indicates that the study mainly includes young and early mid-career professionals, making the data relevant for understanding well-being practices among active working-age employees.

### Work Experience



**Interpretation:** A significant portion of respondents (42%) have less than 1 year of experience. This shows that early-career professionals form a major part of the study, which may influence expectations and perceptions toward well-being initiatives.

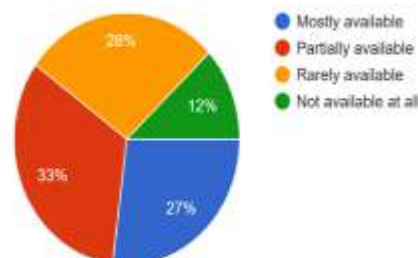
Well-being Practices	No. of Respondents	Percentage
Health insurance / medical benefits	48	48%
Mental health support (counselling, helpline, stress sessions)	44	44%
Flexible working hours / leave flexibility	54	54%
Fitness or wellness programs	45	45%
Team engagement or recreational activities	48	48%
Employee Assistance Program (EAP)	42	42%
None of the above	3	3%



**Interpretation:** Flexible working hours (54%) are the most provided practice, followed by health insurance and team engagement activities (48%). Mental health support (44%) is also widely offered. This shows that organizations focus more on flexibility and basic benefits rather than structured well-being programs.

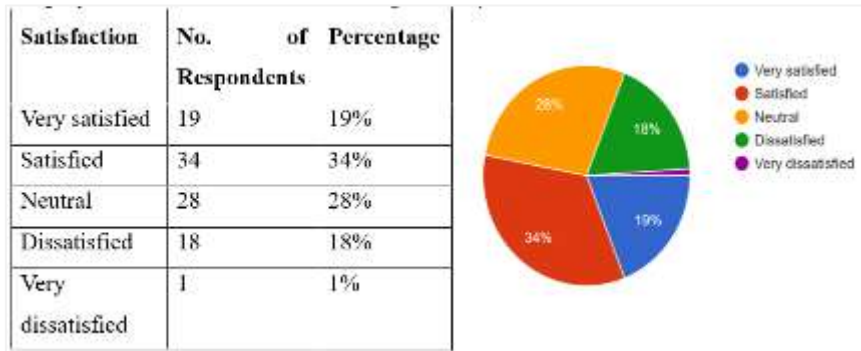
#### Gap between expected and provided well-being practices

Expectation Gap	No. of Respondents	Percentage
Mostly available	27	27%
Partially available	33	33%
Rarely available	28	28%
Not available at all	12	12%



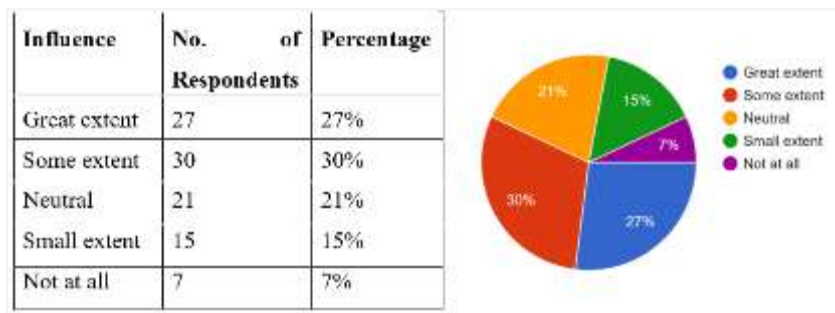
**Interpretation:** 33% reported that expected practices are partially available, and 27% stated they are mostly available. This reveals a disparity between what employees expect and current execution.

### Employee Satisfaction with Well-being Practices



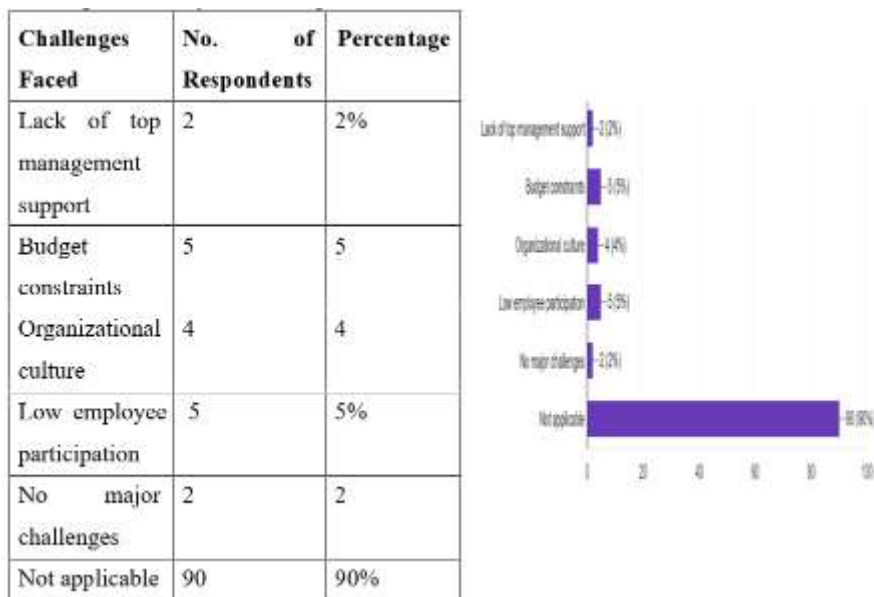
**Interpretation:** Most respondents (34%) are satisfied, while 28% remain neutral. Only a small percentage (1%) are very dissatisfied. This indicates moderate satisfaction levels, but organizations can improve overall effectiveness.

### Connection or influence between well-being practices and productivity



**Interpretation:** 57% of respondents (great + some extent) believe that well-being initiatives positively influence their productivity. This confirms a strong relationship between employee well-being and performance.

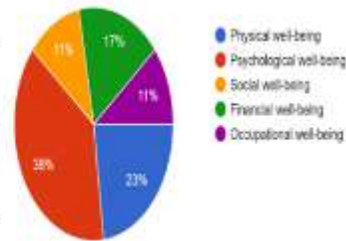
### Challenges faced by HR in implementation



**Interpretation:** Among the limited HR respondents, challenges such as budget constraints, organizational culture, and low employee participation were reported. However, due to the small HR sample size, these findings should be interpreted cautiously.

**Which dimension of well-being improves your work productivity the most?**

Well-being	No. of Respondents	Percentage
Physical well-being	23	23%
Psychological well-being	38	38%
Social well-being	11	11%
Financial well-being	17	17%
Occupational well-being	11	11%



**Interpretation:** Psychological well-being (38%) is considered the most impactful dimension for improving productivity, followed by physical well-being (23%). This emphasizes the importance of mental health support in organizations.

**Hypothesis Testing Using Chi-Square Test**

**Objective:** To determine whether there is a significant relationship between employee well-being practices and employee productivity.

**Observed Frequency table Satisfaction**

	High Productivity	Moderate Productivity	Low Productivity	Total
Satisfied	19	21	13	53
Neutral	5	15	8	28
Dissatisfied	3	15	1	19
Total	27	51	22	100

**Expected Frequency table: Well-Being**

	High Productivity	Moderate Productivity	Low Productivity
Satisfied	14.31	27.03	11.66
Neutral	7.56	14.28	6.16
Dissatisfied	5.13	9.69	4.18

**Chi-Square Formula**  $\chi^2 = \sum (O-E)^2$

Where:

O = Observed frequency

E = Expected frequency  $\chi^2 = 10.71$

**Degree Of Freedom**  $df=(r-1)(c-1)$

**df=4**

## Table Value

At 5% significance level and  $df = 4$  Chi-square table value = 9.488

## Decision Rule Since

Calculated value (10.71) > Table value (9.488)

**The Null Hypothesis ( $H_0$ ) is rejected.**

## 10. Findings

- Majority of respondents reported availability of well-being initiatives.
- Flexible work arrangements and health benefits are common practices.
- Employees expect stronger mental health support.
- A positive relationship exists between well-being and productivity.
- High stress significantly reduces performance.
- Psychological well-being is the most influential productivity factor.
- Implementation challenges include limited awareness and participation.

## 11. Conclusion

The study establishes that employee well-being significantly influences productivity. Employees experiencing better mental and physical well-being demonstrate improved

focus, engagement, and performance. While organizations provide well-being initiatives, improvement in communication, customization, and management support can enhance their effectiveness.

Investing in structured employee well-being practices is not only beneficial for health but also essential for long-term productivity and organizational success.

## 12. Limitations of the study

- Restricted sample size of 100 participants
- Based on self-reported perceptions.
- Time constraints limited deeper statistical analysis.
- Convenience sampling limits generalization.

## 13. Suggestions

- Strengthen mental health initiatives.
- Improve communication about available programs.
- Encourage employee participation.
- Regularly evaluate effectiveness of well-being practices.

## 14. References

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