

Employee Well-Being And Performance: The Role Of HR Practices

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Abstract

This study aims to elucidate the psychological determinants of resilience that promote employee well-being and examine their influence on improved performance to support organizational growth and attain competitive advantage. The study used descriptive research design and statistical quantitative data analysis, including snowball sampling and electronic questionnaires. The analysis reveals that HR practices are a key driver of both employee wellbeing and organizational performance, significantly contributing to these outcomes. The content variable shows weaker, non-significant relationships with both outcomes. In summary, HR practices significantly influence both employees' wellbeing and their performance, whereas the content variables show weaker and nonsignificant relationships. The findings of this study suggest that the changing work environment necessitates that the employees work relentlessly beyond their scheduled timings, experiencing challenging, demanding, and stressful situations.

Keywords: *Employee wellbeing, Performance, HR Practices, organizational growth, Psychological determinants.*

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I. Introduction

In the swiftly evolving technology landscape and the digitization of company operations, businesses have significantly transformed in addressing the ongoing requirements and wants of consumers. To navigate the increasing global competition, firms must continually endeavor to guarantee the prompt and committed supply of high-quality products and services to their clients to secure a competitive edge. Consequently, to uphold organizational commitments to customers, employees across all levels—ranging from marketing and design to production and assembly, as well as supply chain management and logistics—are subjected to significant physical and mental stress, often leading to burnout. This has resulted in psychological imbalances for numerous employees, prompting some to depart from the organization in certain instances. Furthermore, the COVID-19 pandemic, which profoundly impacted mankind, resulted in the deaths of millions worldwide and jeopardized the existence of many life forms. Consequently, to address this alarming scenario, firms have adopted new business practices: remote working, hybrid models, and flexible arrangements have become standard. This has resulted in distant employees developing a psychological notion of connection and engagement, alongside a desire for care and sociability in the workplace (Mohanty & Salve 2023). The post-COVID age has recognized employee well-being in the workplace as a crucial and very relevant topic across all industries. In the contemporary business environment, it is essential to recognize that organizational roles extend beyond mere employment, serving as vital sources of support for employees in financial assistance, physical fitness, emotional well-being, and social development. Moreover, organizations have acknowledged that employees can surpass expectations through dedication and engagement when they are both physically and mentally fit, which includes factors such as job satisfaction, work-life balance, stress management, quality of life, emotional resilience, and the perception of a supportive work environment. This underscores that resilience is a crucial element in employee well-being, essential for enhancing performance and organizational sustainability. This research seeks to elucidate the psychological determinants of resilience that promote employee well-being and examine their influence on improved performance to support organizational growth and attain competitive advantage.

II. Objectives

- To understand the need and significance of employee well-being
- To get an insight into the psychological factors of resilience in employee well-being
- To analyse the impact of employee well-being on improving job performance to sustain organizational growth
- To comprehend the implications for organizations and HRM in particular.

III. Rationale Of The Study

Traditionally, work is notably recognized as the essence of living and a significant part of developing one's social identity. A committed and engaged employee with knowledge, skills, and abilities is identified as essential and valuable for an employer to improve productivity and take the organization forward. However, in the changing and prevailing working environment, satisfaction is further delineated in terms of the psychological perspectives of an employee, which can be categorized into financial, physical, emotional, and social aspects. In other words, the above aspects can be grouped as the well-being of employees, and when it is considered precedence by their employers, it results in greater job satisfaction for the employees, and they perceive a sense of belonging to their organization, which is the mantra in today's organizational context to engage and motivate them at work and to get their best in terms of enhanced productivity and sustainability of an organization.

Further, in today's working environment, organizations find it difficult to fully engage the employees to maximize productivity since the perceptions, behaviors, and motivation levels of the employees at work may differ. Though a lot of research studies are available on the psychological determinants of employees at work separately, the significance of resilience that fosters employee well-being at work is minimal. Hence, this research study is an attempt to fill the gap, analyze the importance of resilience in employee well-being and its significance in improving employee performance, and examine how it facilitates improving organizational growth and achieving competitive advantage.

IV. Literature Review

Though the wellness of employees and their well-being has already gained enough importance in many of the reputed enterprises particularly in the IT and IT-enabled sectors in the pre-COVID period, it is a fact that employee well-being is given much more emphasis in the post-COVID era in other sectors too, which has become an important area of concern both from the perspectives of employer and employee as well. The changing work environment necessitated that the employees work relentlessly beyond their work schedules, experiencing challenging, demanding, and stressful situations. Hence, organizations are striving to give more thrust to improving the psychological aspects of their employees besides physical, financial, and social development as a priority through various HR initiatives, which facilitates them in developing self-efficacy, optimism, hope, and resilience that are associated with greater motivation, improved performance, and increased well-being (Mohanty, Waghe & Mundhe 2023). With this perspective, this research aims to get an insight into the concept of employee well-being and its significance in the workplace. Some of the selected literature on the topic has been considered for review.

The Ability Motivation Opportunity (AMO) theory (Appelbaum 2000) suggests that HRM practices can indirectly affect organizational performance by enhancing individual abilities, motivation, and creating conditions for creativity, responsibility, and active participation in an organization's life. This theory categorizes HRM practices into three groups: systems that influence ability to perform, motivation to perform, and an opportunity to perform. Skill-enhancing HR practices aim to increase knowledge, ability, and skill levels within the company, while HR practices focused on abilities, such as job selection, focus on knowledge and skill development through training and coaching. AMO theory suggests that diverse HRM practices impact different elements of AMO, with some fostering abilities, others focusing on motivation, and some affecting organizational conditions. Studies on AMO are located at the intersection of management, psychology, sociology, and organizational behavior theories. AMO encompasses diverse elements such as skills, abilities, knowledge, commitment, job satisfaction, decision-making, empowerment, responsibility, creativity, and innovation.

Employee wellbeing (EWB) is crucial for organizational success and productivity. Factors such as training and development, communication and knowledge sharing, potential appraisal, participative management, fair compensation, equal opportunities for growth, reward management, work-life balance, age, income level, gender, cognitive engagement, emotional engagement, and physical engagement contribute to a higher engagement rate. Study found that improving training and development, communication and knowledge sharing, potential appraisal, participative management, fair compensation, equal opportunities for growth, reward management, work-life balance, age, income level, gender, cognitive engagement, emotional engagement, and physical engagement resulted in higher engagement rates. Employee engagement practices in various banks focus on specific drivers of engagement, such as importance to employee opinion, effective, capable, and credible leadership, high performance work culture, and teamwork. Activities such as daily or weekly columns, quarterly and yearly results, and team building games are used to target these drivers. In conclusion, improving employee engagement practices in the banking sector can lead to increased productivity and success. By focusing on these drivers, organizations can better support their employees and achieve greater success in the competitive market. (Bharathi et al., 2018)

Mohanty, Waghe and Mundhe (2023) Employee engagement has become increasingly important in recent years, as businesses consider engaged employees as strategic partners in their operations. The study explores the four dimensions of employee engagement, including trait, performance, and commitment that has an impact on the employee wellbeing. The findings suggest that employees feel a sense of commitment to the

organization and that employers can use this data to enhance their recruitment processes, workplace environment, trainings, and professional advancement. The study also concludes workplace conditions, such as organizational values, community, trust, and leadership, are positively impacted by these factors. Organizational leaders can directly influence employee engagement by defining expectations, providing necessary materials and equipment, frequently recognising good work, encouraging development, and connecting organizational mission to specific job roles.

However, maintaining high levels of engagement for long periods of time may be challenging, as other aspects of employee engagement, such as performance, performance management, personality qualities, and performance management, may not be as effective.

Saranghi & Nayak (2016) states that Employee engagement is crucial for organizational success in the globalized era. Engaged employees contribute more to productivity and maintain higher levels of commitment thereby predicting better well being of their employees. This paper analyzes the relevance of engaged employees for organizational growth and development in a manufacturing company in India. The study uses the 6 Cs of employee engagement, out of 10 Cs defined by Gambler (2007), to measure employee engagement and draw suggestive conclusions.

Waghe and Patil (2023) This study examines the impact of employee engagement activities on employee well-being. Data was collected from 111 employees in the automobile industry, aged 18 to 60, with a range of education levels. The study found that various factors influence employee engagement and indirectly affect it. Employee enablement, empowerment, autonomy, innovation, technology, manager style, performance management, resources, recognition, senior leadership, and talent drive play a significant role in employee engagement. The study suggests that organizations should focus on performance appraisal strategies, commitment, competency development, clear goals, and resource allocation. Leadership style is also a significant factor impacting employee engagement, requiring inspiration, respect, and confidence in achieving goals.

The study examines the impact of employee engagement and organizational commitment practices in private banks in Tamilnadu, India. Data was collected from 110 employees using questionnaires. The results show a significant relationship between employee engagement and organizational commitment. The study recommends improving employee engagement to increase customer satisfaction, work quality, and retain top talent. Employee engagement activities positively correlate with organizational commitment, such as age, experience, and job category. The study suggests organizations should increase trust and communication to increase employee engagement and organizational commitment.

Pandey and Punjabi (2023) in their study examines the impact of organizational culture on employee behaviour in the IT sector, specifically focusing on Work-Life Balance (WLB), Employee Engagement (EE), and Employee Job Satisfaction (JS). The research was conducted during the Covid pandemic, as employees were primarily working from home. The study used descriptive research design and statistical quantitative data analysis, including snowball sampling and electronic questionnaires. The results showed a significant relationship between organizational culture and employee behavior variables. The study included 95 males and 55 females, with 63.3% males and 36.7% females participating. Gender did not play a role in the study's findings.

V. Need And Significance Of Employee Well-Being

The world of work has undergone a paradigm shift over time. Gone are the days when employees used to work extra hours beyond their work schedules and had satisfaction with whatever they used to get, either low or minimum pay levels and poor employee benefits. And even companies used to extend only statutory, medical, and other benefits beyond monthly pay and, in turn, extract maximum output from their employees. With the dawn of the twenty-first century, industries have witnessed a series of drastic and irresistible changes in their business processes and working environments. While attraction, motivation, and retention of talent continue to be big challenges for HR functions, the aspirations of the younger workforce have gone manifold. The outbreak of COVID-19 was a major jolt for mankind and businesses as well. Subsequently, the concept of employee well-being was given a major thrust and emphasis by employers across industries because employees are the backbone of an organization, and only when they are physically, mentally, and emotionally fit do they get engaged in maximizing productivity and able to fulfil the organizational objectives. Though the terms employee wellness and employee well-being are sometimes used interchangeably, there is a subtle difference between the two terms. Employee wellness focuses on physical health. In other words, employee wellness tends to be about getting fit, losing weight, or improving other physical indicators, disease management, or nutrition. Employee well-being is more than just an absence of illness and is more holistic, focusing on an expanded view of health that encompasses physical, mental, emotional, and economic status, is influenced by workplace relationships, resources, and decisions, and is closely associated with happiness.

In today's business context, employee well-being is recognized as a critical component of a healthy working environment that has gained significant momentum and is an important area of concern both for the employee and the employer. Indeed, it is evident that when organizations promote employee well-being as an HR

strategy, it helps the employees manage stress levels while also maintaining a positive and productive environment. Employee well-being is influenced by various factors such as job satisfaction and engagement levels, relationships with peers and superiors, the tools and resources they have access to work, working hours, workplace safety, pay, and benefits, the decisions they make either at work or in their personal lives, economic conditions, housing and family, health issues, and stress levels. All these factors have a significant impact on employee well-being and, in turn, affect performance at work (Maria Waida, 2021).

Further, organizations have realized that employee well-being is an important area of concern to sustain growth and profitability. When they care for them, it results in improving employee performance and productivity; employees perceive they are more competent and valued when their needs are met; it promotes a good reputation in the market as an employer who respects and supports work-life balance; and more importantly, employees feel motivated and become brand ambassadors for their company (Mohanty & Kulkarni 2024).

VI. Research Methodology

Demographic profile:

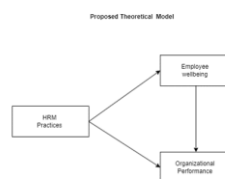
The demographic profile offers a fundamental understanding of the participants in studies on HR practices and their effects on organizational performance and employee well-being. Generally speaking, age, gender, department, job role, tenure, and educational attainment are important demographic factors. These elements provide information about how various groups may perceive and react to HR procedures. Employees with more experience, for example, might view organizational policies differently than those with less experience. Furthermore, perceptions of opportunities for growth, access to resources, and workplace support can be influenced by factors such as gender and educational background. Researchers can compare responses across different subgroups, spot trends, and draw more precise generalizations by examining demographic data. Assessing the effects of HR practices on both individual well-being and overall organizational performance requires an understanding of these variances.

In order to understand how HR policies and activities affect the workforce, primary data on HR practices entails gathering first-hand information directly from managers and employees. Surveys, interviews, and focus groups are frequently used to collect this data, which captures viewpoints on topics like hiring, training, performance reviews, and workplace culture. Researchers can learn more about employee motivation, engagement, satisfaction, and general experiences with HR procedures by speaking with participants face-to-face. This method makes it possible to comprehend in real time and in detail how HR policies impact team dynamics and individual well-being. Because primary data represents the genuine, unvarnished opinions of workers, it is crucial for researchers to examine and enhance HR practices that promote both organizational objectives and worker well-being.

Employees themselves provide primary data on their well-being in order to learn about their mental, emotional, and physical health at work. This information provides insights into work-life balance, job satisfaction, stress levels, and perceptions of workplace support through techniques such as surveys, interviews, and focus groups. Workers can also report on their general morale, participation in wellness initiatives, and access to mental health resources. Gathering primary data enables organizations to directly address concerns by understanding the elements that affect employees' well-being. This information is crucial for creating focused programs and creating a more positive, healthy work atmosphere.

To evaluate how well an organization achieves its objectives and sustains productivity, primary data on organizational performance is obtained directly from managers, staff, and other stakeholders. This information, which covers topics like operational efficiency, employee productivity, output quality, and customer satisfaction, can be gathered via surveys, interviews, and performance reviews. Workers may have information about how well management techniques, resource distribution, and general organizational support work to achieve high performance. Researchers can find the advantages and disadvantages of procedures and tactics by gathering firsthand accounts, allowing for data-driven enhancements. Such primary data is necessary to support ongoing growth and competitive advantage by providing a thorough understanding of internal performance.

Proposed Research Model: -



VII. Data-Collection:

One popular survey instrument for gathering information on attitudes, beliefs, or perceptions is the Likert scale. On a 5- or 7-point scale, it displays statements with response options that indicate a range, such as "Strongly Disagree" to "Strongly Agree." After choosing the option that most accurately expresses their opinions, respondents' answers are numerically coded for analysis. This scale provides quantitative information that can be statistically examined to find trends, averages, and patterns in the responses, making it perfect for gauging levels of agreement, frequency, importance, or satisfaction.

The Survey was conducted through an online survey with 111 employees to gather insights into their attitudes, opinions, or experiences on specific topics. Using a Likert scale format, the survey captured responses on a range of statements, allowing employees to express varying degrees of agreement, satisfaction, or importance. This structured approach will enable quantitative analysis of trends and patterns within the employee responses, providing valuable data for understanding the overall sentiment and specific areas of focus within the workforce.

Variables	Mean	Standard Deviation
Hr practices	3.75	0.93
Employee wellbeing	3.75	0.84
Organizational performance	2.18	2.80

Table-1: Mean and Standard Deviation

The descriptive statistics for HR practices, employee well-being, and organizational performance reveal some interesting trends. HR practices have an average score of 3.75 with a standard deviation of 0.93, indicating a generally favourable perception of HR policies or their implementation, with relatively consistent responses across participants. Similarly, employee well-being also has an average score of 3.75, though with a slightly lower standard deviation of 0.84, suggesting that perceptions of well-being are slightly more uniform.

This similarity in the mean scores between HR practices and employee well-being may indicate a potential connection between the two variables, implying that effective HR policies could positively impact employee well-being. In contrast, organizational performance shows a much lower average score of 2.18, with a significantly higher standard deviation of 2.80. This suggests that respondents view organizational performance less favorably, with wide variability in their perceptions, reflecting diverse opinions or experiences.

The discrepancy between the higher scores for HR practices and employee well-being and the much lower score for organizational performance points to a possible gap that warrants further investigation, particularly in understanding why favourable HR practices and well-being are not translating into higher organizational performance.

Variables	Number Of Items	Cronbach Alpha
Hr practices	24	0.77
Employee wellbeing	10	0.79
Organizational performance	6	0.72

Table-2: Reliability Analysis

The reliability analysis for the three variables—HR practices, employee well-being, and organizational performance—shows that the measures used in the study demonstrate acceptable to good internal consistency.

HR practices, measured with 24 items, have a Cronbach's alpha of 0.77, indicating acceptable reliability, as values between 0.7 and 0.8 are generally considered adequate for internal consistency. Employee well-being, assessed with 10 items, has a Cronbach's alpha of 0.79, which reflects good reliability, being close to the threshold for strong internal consistency. Organizational performance, measured using 6 items, has a Cronbach's alpha of 0.72, which, while slightly lower, still meets the commonly accepted threshold of 0.7 for acceptable reliability. Overall, these results indicate that the scales used for these variables are reliable and consistent in assessing the respective constructs.

Variables	Hr Practices	Employee Wellbeing	Organizational Performance
Hr practices	1000		
Employee wellbeing	0.541	1.000	
Organizational performance	0.552	0.535	1.0000

Table-3: Corelation Matrix

HR practices play a significant role in influencing both employee wellbeing and organizational performance. For employee wellbeing, HR practices show a positive relationship (B = 0.114) with a significant p-value of 0.008, indicating a strong influence. Although employee wellbeing itself has a positive relationship with the outcome (B = 0.096), the t-value (1.46) and p-value (0.113) suggest this relationship is not statistically significant at the 0.05 level. The overall model explaining 43.8% of the variance in employee wellbeing is significant, supported by the F-ratio of 17.66.

Similarly, for organizational performance, HR practices also have a positive and significant relationship (B = 0.098, p = 0.004), with a moderate t-value of 2.46. Although organizational performance shows a positive relationship (B = 0.101), its p-value (0.147) indicates no statistical significance. The model explains 59.2% of the variance in organizational performance, further confirmed by a significant F-ratio of 16.26. In summary, HR practices are a key driver of both employee wellbeing and organizational performance, significantly contributing to these outcomes

Variables	Employee Wellbeing			Organizational Performance		
	B	T-Value	P-Value	B	T-Value	P-Value
Content	0.096	1.46	0.113	0.101	1.12	0.147
Hr practices	0.114	3.11	0.008	0.098	2.46	0.004
R square	0.438			0.5920		
F-ration	17.66			16.26		

Table-4 Anova Table

The analysis reveals the relationships between HR practices, employee well-being, and organizational performance. For employee well-being, HR practices show a positive relationship with a regression coefficient (B) of 0.114, a T-value of 3.11, and a P-value of 0.008, indicating a significant effect at the 0.05 level. However, the content variable has a weaker positive relationship (B = 0.096), with a T-value of 1.46 and a P-value of 0.113, which is not statistically significant. The model explains 43.8% of the variance in employee well-being, as indicated by an R-square value of 0.438, and the F-ratio of 17.66 suggests that the overall model is significant.

For organizational performance, HR practices again show a positive and significant relationship with a B-value of 0.098, a T-value of 2.46, and a P-value of 0.004, demonstrating a moderate and significant impact. In contrast, the content variable has a weaker and non-significant relationship with a B-value of 0.101, a T-value of 1.12, and a P-value of 0.147. The model explains 59.2% of the variance in organizational performance (R-square = 0.592), and the F-ratio of 16.26 also indicates that the overall model is significant.

In summary, HR practices significantly influence both employee well-being and organizational performance, whereas the content variable shows weaker, non-significant relationships with both outcomes.

VIII. Discussion And Findings

When organizations were compelled to redefine workplace practices following the global pandemic, the well-being of employees gained recognition and was considered an important area of concern. Organizations have realized that employees are capable of exceeding expectations with commitment and involvement when they are physically and mentally fit, which encompasses some factors such as job satisfaction, maintaining work-life balance, being able to manage stress, leading quality work-life, maintaining emotional resilience, and perceiving a conducive working environment. This has added to the fact that resilience is the key factor in the well-being of employees, which is vital for improving employee performance and the sustainability of an organization.

The following are the findings of the study:

1. The study indicates that the post-COVID era has visualized the well-being of employees at the workplace as a critical and significantly important area of concern in most of the sectors.
2. The study reveals that the changing work environment necessitates that the employees work relentlessly beyond their scheduled timings, experiencing challenging, demanding, and stressful situations.
3. When organizations prioritize the psychological perspectives of employees, it results in greater job satisfaction, and employees perceive a sense of belonging to their organization.
4. When organizations recognize psychological aspects of their employees as a priority through various HR initiatives, it facilitates their development of self-efficacy, optimism, hope, and resilience, which are associated with greater motivation, improved performance, and increased well-being.
5. The study indicates that employee wellness focuses on physical health, whereas employee well-being is more than just the absence of illness and is more holistic and focuses on an expanded view of health that encompasses physical, mental, emotional, and economic status, is influenced by workplace relationships, resources, and decisions, and is closely associated with happiness.
6. It is evident that when organizations promote employee well-being as a HR strategy, it helps employees manage stress levels while also maintaining a positive and productive environment.
7. The study explicates resilience as the capacity to recover quickly from difficulties, which is a key factor in employee well-being and overall workplace productivity.
8. When organizations prioritize resilience-building strategies, employees are better equipped to handle stress, maintain productivity, and build strong relationships, all of which contribute to a thriving work environment.
9. When employees perceive they are supported and valued, it results in morale-boosting and makes them more likely to be engaged and motivated to perform at their best.
10. The study highlights when the employees perceive and experience psychological security and safety, they are more likely to go above and beyond their job requirements, take ownership of their work, and contribute to the overall success of the organization.

IX. Limitations Of The Study

This research study is not an exception to limitations, as it is an analysis of a review of the literature. The literature review was limited to peer-reviewed journals, management journals, online journals, and blogs to gain an overview of psychological perspectives on employee well-being and analyse their impact on job performance.

X. Scope For Further Research

This study has attempted to get an insight into the psychological aspects of employee well-being and examine how it impacts job performance and influences organizational effectiveness. As this study puts more emphasis on employee well-being practices, there is ample scope to delve into the subject for researchers and practitioners from a broader perspective, such as the significance of social networking or social well-being at the workplace, the impact of mindfulness at the workplace, initiatives on corporate wellness, the influence of employee well-being on quality of work-life, the significance of employee psychological capital at the workplace, and so on.

XI. Conclusion

While the digitalization era has completely revamped business processes and workplace practices, the global pandemic has changed the nature of people's lives and work. The wellness and well-being of employees are becoming an important area of concern in every organization. Besides, it is essential and a prerequisite for organizations to equip employees to develop resilience. It is evident from the study that when organizations ensure and support the employees in terms of their physical, psychological, and emotional well-being and facilitate them to develop resilience, the employees extend support and get connected to their work and the company, which is affirmative for organizations in enhancing performance and productivity and sustaining competitive advantage.

The role of HR is vital in initiating and effectively implementing employee-oriented strategies to promote a conducive working environment and make employees happy and enjoy their work.

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