

# A Study on the Role of Employee Well-Being Initiatives and Engagement Practices in Enhancing Job Satisfaction and Work Life Balance

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**ABSTRACT:** This study examines to determine how employee engagement activities and well-being initiatives enhance employees' work-life balance and job satisfaction. Improving employee well-being has become crucial for maximizing productivity and overall satisfaction in modern work environments. A structured questionnaire was used to collect primary data from 221 employees using a descriptive research design. Non-parametric tools were used since normality testing proven a non-normal distribution. The results show a strong positive correlation between engagement activities, job satisfaction, and employee well-being initiatives. Additionally, it was observed that higher job satisfaction leads to a better work-life balance for workers. The study comes to the conclusion that effective well-being initiatives and engagement practices are essential for maximizing worker satisfaction and maintaining a healthy balance between work and personal life.

**Keywords:** Employee Engagement, Well-being initiatives, Work-life Balance, Job Satisfaction, Non-parametric tools and Modern Work Environment.

## I. INTRODUCTION

Employee well-being has become an essential focus for organizations in today's competitive environment, covering employees' physical, mental, emotional, and social health. Organizations recognize that promoting well-being is both a social responsibility and a strategic approach to improving performance. Initiatives such as workplace safety, stress management, medical benefits, and flexible policies help employees feel valued and motivated, enhancing productivity.

Employee engagement is another key factor influencing performance and workplace relationships, reflecting employees' commitment and emotional connection to the organization. Strategies like participation, training, leadership support, communication, and recognition encourage positive contributions to organizational goals. The combination of wellbeing initiatives and engagement strategies significantly improves job satisfaction, leading to higher morale, stronger commitment, and better performance. These factors also influence work-life balance, enabling employees to manage professional and personal responsibilities effectively. In manufacturing sectors, challenges such as workload, shift work, and deadlines can impact balance. Effective organizational practices help employees manage these demands and maintain stability. This study aims to examine the impact of employee engagement strategies and well-being initiatives on work-life balance and job satisfaction among employees of Tube Products of India.

## II. REVIEW OF LITERTATURE

**1. The Impact of Employee Welfare Initiatives On Job Satisfaction Within Manufacturing Companies- Dr.Sathyanarayana, Radha R (2025)** Employees in manufacturing jobs frequently experience emotional, mental, and physical stress. Employee welfare initiatives are crucial for raising job satisfaction and well-being. The impact of welfare programs on job satisfaction in manufacturing organizations is investigated in this study. It emphasizes topics like career advancement, financial benefits, work-life balance, and safety and health precautions. The results demonstrate that successful welfare initiatives boost worker satisfaction, lower attrition, and enhance organizational effectiveness.

**2. Exploring the Link between Employee Well-Being and Organizational Performance Neha Anand, Vijaya Lakshmi, Anubha Pundir (2024)** This study investigates the complex relationship between corporate success and employee well-being using a strict analytical methodology. This study quantifies the influence of several well-being

dimensions on key performance measures (productivity, engagement, retention, and recruitment). This study gives firms the information they need to thrive in a changing business environment by offering valuable data for strategic decision-making. Understanding how well-being directly affects performance measures is essential for firms hoping to realize their full potential and maintain their competitiveness in the modern business environment.

**3. Developing Strategy for Employee Engagement - Lord Dordunoo (2025)** A major factor in corporate success, employee engagement affects performance, retention, and productivity. A research-based paradigm for improving engagement through mutually beneficial goals, open communication, inclusion, acknowledgment, and trust is provided in this chapter. It offers useful tactics for diverse businesses by examining work-life balance, autonomy, and transformative leadership. To maintain engagement and corporate success, recommendations emphasize ongoing assessment in response to workforce diversity and remote work trends.

**4. Quality of Work Life and its Impact on Employee Engagement- Ekos Albar (2025)** Work-life balance, job security, and career development are the main topics of this study, which looks at how Quality of Work Life (QWL) affects employee engagement. Improved QWL dramatically raises employee engagement, according to research using a quantitative method with structural equation modelling (SEM). The greatest motivator was work-life balance, which was followed by job security and career advancement. According to the study, implementing stable employment practices, flexible policies, and opportunities for career advancement cultivates a more dedicated and effective workforce.

### III. OBJECTIVES

1. To identify and examine the employee well-being initiatives implemented
2. To analyse the impact of employee well-being initiatives and engagement strategies on employee job satisfaction.
3. To measure employees' perceptions regarding the effectiveness of the well-being initiatives within the organization.
4. To investigate how employees' perspectives on workplace well-being programs impact their job satisfaction.
5. To evaluate the role of job satisfaction in enhancing employee work-life balance.

### IV. RESEARCH METHODOLOGY

This study adopts a quantitative research approach to examine the relationship between employee well-being, employee engagement, and work-life balance. The research is based on primary data, which was collected through a structured questionnaire distributed to employees. The questionnaire was designed using a Likert scale to measure respondents' perceptions. A total 221 respondents were selected using the convenience sampling method. The data collected was coded and analyzed using SPSS software. Various statistical tools such as Correlation analysis, Chi-square test, Mann-Whitney U test and Kruskal-Wallis were applied to interpret the data and test the hypotheses.

#### Research design

The study follows a descriptive research design to understand and analyze the relationship between employee well-being initiatives, employee engagement, job satisfaction and work-life balance. It is a cross-sectional study, where data was collected from respondents at a single point in time. The key variables considered in the study include employee well-being initiatives (independent variable), employee engagement (independent variable), and job satisfaction (dependent variable), work-life balance (dependent variable).

#### Statistical Tools used

The gathered information was examined using:

- Chi-square Test
- Mann-Whitney U Test
- Kruskal Wallis H Test
- Spearman Rank Correlation

## V. RESULT AND DISCUSSION

### Kruskal Wallis Test

	Wellbeing
Chi-Square	45.436
df	3
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Age

### Inference:

The Kruskal-Wallis H test show a significant difference in employees' perception of wellbeing initiatives across different age groups. Since the p-value is less than 0.05, the null hypothesis is rejected. This indicates that there is significant difference between employees' perception of well-being initiatives across different age groups. Each age group of employees have different perception towards the well-being initiatives provided.

### Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.897 <sup>a</sup>	4	.000
Likelihood Ratio	34.376	4	.000
Linear-by-Linear Association	10.855	1	.001
N of Valid Cases	221		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.10.

### Inference:

The results of the Chi-square test, which looked at the relationship between job satisfaction and work-life balance were statistically significant. The null hypothesis (H0) is rejected because the p-value (0.000) which is less than 0.05. This suggests that there is a significant association between job satisfaction and work-life balance.

### Mann Whitney U-test

	Perception of work-life balance support
Mann-Whitney U	3084.000
Wilcoxon W	7362.000
Z	-6.148
Asymp. Sig. (2-tailed)	.000

### Inference:

The Mann–Whitney U test results show a statistically significant difference in the perception of work-life balance support between married and unmarried employees, according to the result (Mann-Whitney U = 3084.000, Z = -6.148, p = .000). Since p-value is less than 0.05, the null hypothesis (H0) is rejected. This indicates that there is a significant difference in perception of work-life balance support between married and unmarried employees.

### Spearman’s Rank Correlation

			Job Satisfaction	Well-being initiatives
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000	.470**
		Sig. (2-tailed)	.	.000
		N	221	221
	Well-being initiatives	Correlation Coefficient	.470**	1.000
		Sig. (2-tailed)	.000	.
		N	221	221

Correlation is significant at the 0.01 level (2-tailed)

**Inference:**

The results of the Spearman's Correlation test, which looked at the relationship between employee well-being initiatives and job satisfaction were statistically significant,  $p = 0.000$ . Since the p-value is less than 0.05, the null hypothesis ( $H_0$ ) is rejected. This suggests that there is a significant relationship between employee well-being initiatives and job satisfaction. This indicates that improvements in employee well-being initiatives are associated with job satisfaction among employees.

**VI. SUGGESTION**

Employees should be rewarded regularly and in a consistent, transparent manner to recognize their contributions and enhance motivation and job satisfaction. Workload must be properly managed to prevent burnout and ensure sustained productivity. Organizations can conduct regular employee satisfaction surveys to evaluate the effectiveness of well-being and engagement initiatives. Management should also implement strong engagement strategies such as recognition programs, team-building activities, and flexible work schedules to support work-life balance. Encouraging employee participation in decision-making and promoting empowerment can further strengthen engagement and overall workplace satisfaction.

**VII. CONCLUSION**

This study explores how employee well-being programs and engagement strategies improve job satisfaction and work-life balance. It concludes that organizations who set a high priority on employee engagement and well-being foster a happy workplace. Especially in competitive industries, effective initiatives, motivating employees, and employee involvement assist lower stress, raise morale, and improve productivity. Improved organizational performance and increased employee satisfaction are the results of ongoing investment in these areas.

**VIII. REFERENCE**

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