

Examining The Relationship Between Employees Well - Being & Engagement

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Abstract:

This study examines the correlation between employee well-being and engagement, and their respective effects on organizational and individual performance. Through a systematic review of the literature, it determines major factors that drive well-being, including mental health care, work-life balance, and positive organizational culture, and how this drive employee commitment. The research employs a quantitative and qualitative approach to examine the effect of well-being initiatives on engagement. It seeks to provide actionable guidance for organizations to create environments conducive to both employee satisfaction and sustainable business success. The paper closes with actionable advice for managers to create a more motivated and productive workforce.

Keywords:

Employee Engagement, Well-Being, Workplace Stress, Job Satisfaction, Organizational Commitment

Introduction

The dynamic relationship between employee well-being and engagement has emerged as a central concern in organizational research, especially in the context of global workplace changes like technological revolution, telecommuting, and heightened mental health consciousness. Employee well-being refers to physical, mental, emotional, and social health, whereas engagement is about emotional commitment, vigor, and absorption in the job. Although separate, these constructs are mutually interdependent—high well-being tends to create higher engagement, which in turn results in greater productivity, creativity, and organizational commitment.

Organizations that invest in employee well-being through supportive cultures, effective leadership, and comprehensive HR policies are more likely to have decreased burnout, absenteeism, and turnover. The COVID-19 pandemic also highlighted the importance of these efforts. Challenges remain, however, in measuring subjective constructs, determining causality, and controlling for external variables, which may reduce research precision and generalizability.

This paper seeks to investigate the mechanisms underlying well-being and engagement and to provide practical means for organizations to foster both. In its cross-disciplinary applicability and pragmatic significance, the research advances the larger agenda of human resource management and organizational psychology. In its ability to tackle emerging issues such as remote work, diversity, and burnout, it aims to provide actionable recommendations for improving employee experience and organizational performance in a fast-changing workplace.

OBJECTIVES:

- To identify the factors that contribute to employee well-being and engagement.
- To examine the impact of well-being on employee engagement.
- To investigate the correlation between employee well-being and engagement.

Research Hypothesis:

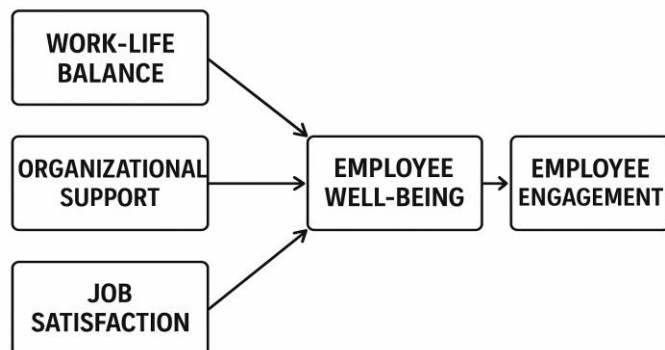
H1: Factors such as work-life balance, organizational support, and job satisfaction contribute significantly to employee well-being and engagement.

H2: Employee well-being has a significant impact on employee engagement.

H3: There is a positive correlation between employee well-being and employee engagement.

Conceptual Framework

- **Independent Variables (IVs):** Work-life balance, organizational support, job satisfaction
- **Mediating Variable:** Employee well-being
- **Dependent Variable (DV):** Employee engagement.



Literature Review

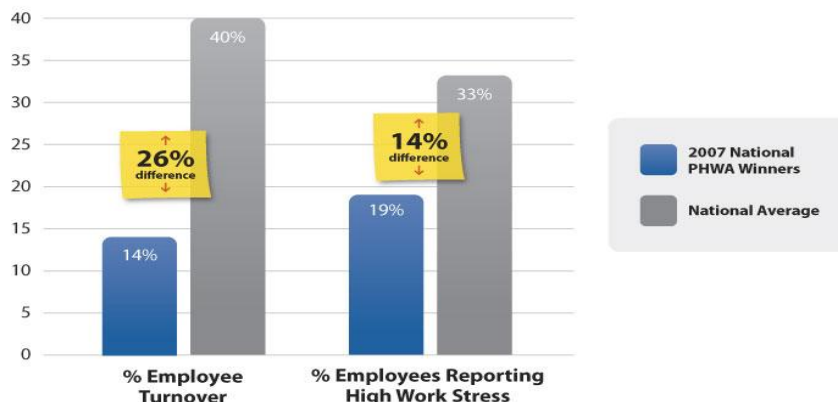
With the world in disruption, the world of work itself changed more deeply than most could have envisioned. What started as a swift turn during the COVID-19 pandemic has since become a lasting redesign of how—and where—work gets done. Leading this charge are researchers such as Roopa Nagori and Natalia Rocha Lawton (2025), who saw a paradox develop: though hybrid work promised autonomy and flexibility, it also brought unforeseen difficulties, particularly concerning employee engagement and well-being.

As businesses globally made the shift to hybrid models that combine in-office presence with remote independence, Nagori and Rocha Lawton (2025) set out to make a sweeping analysis—a study of 78 studies to crack the code of the new work language. And what they learned was unambiguous: Hybrid work isn't so much about tech and schedules. It's a multifaceted fact that needs careful, data-driven curation across leadership, culture, design, and well-being.

Out of their synthesis came five potent drivers of successful hybrid work: temporal flexibility combined with intelligent task design; responsive leadership that encourages inclusiveness; strong communication infrastructures; safeguarding against digital fatigue; and wide-ranging training programs to equip employees with necessary hybrid-era skills. Their call to action was unmistakable—hybrid work is an ecosystem, ying out. Nawal Adam and Areej Alfawaz, 2020, who were working in Saudi Arabia at the time of the nation's ambitious Vision 2030 reforms, focused their attention on gender diversity. not a calendar. And to ensure it thrives, organizations need to design for humans, not productivity. Around the world, in a very different economic and cultural environment, another narrative was plain a country long characterized by gendered career paths, they posed an urgent question: Would workplace inclusivity lead to greater commitment and improved performance? Their response was derived from research of more than 1,200 workers in both public and private sectors. Applying sophisticated modeling, they discovered that gender-diverse settings did a whole lot more than meet quotas—they inspired workers. Engagement went through the roof, as did organizational commitment. Workers who were noticed and appreciated contributed more, stayed longer, and worked more intelligently. Gender diversity, they determined, wasn't simply the right thing to do—it was a performance imperative. Their task required a paradigm change: diversity has to be woven into strategy, not relegated to a side project. In the high-stakes environment of automotive production, where quality is paramount, Meirna Melisani, Nurwulan Kusuma Devi, and Haspul Naser (2024) were posing a different set of questions: How do employee loyalty translate into performance? And what constitutes someone being really committed in these high-pressure settings? Their study, rooted in Indonesia's automotive industry, surveyed 158 workers and found that loyalty and commitment weren't just sentiments—they were key performance drivers. Employees who engaged in open dialogue and felt included in decision-making were significantly more effective. But more importantly, the glue holding it all together was engagement—the emotional and intellectual investment that transformed passive workers into proactive contributors. They advocated a strategic adoption of emotional intelligence in the workplace, where trust and recognition are engines of quality and excellence. Expanding to an even wider perspective of employee well-being, M. Joseph Sirgy (2012) examined the profound psychological connections between job satisfaction and personal happiness. Citing decades of theory and recent research, Sirgy created a comprehensive portrait: work isn't merely a path to a paycheck—it's a key element of human bliss. He separated subjective well-being (how we feel) from eudaimonic well-being (how we feel about being our best selves), illustrating how both are intricately linked with purposeful work, autonomy, and respect. His takeaway? See employee satisfaction as a component of human flourishing—not just HR statistics.

Lastly, in Slovenia, where sitting work has become the new normal, a team of multidisciplinary researchers—Zinka Kosec, Stella Sekulic, Susan Wilson-Gahan, Katja Rostohar, Matej Tusak, and Marta Bon (2022)—went on to explore how job satisfaction went in motionless workplaces. Their mixed-methods research uncovered robust correlations between job satisfaction, life satisfaction, and efficiency. And yet, interestingly, happiness was a will-o'-the-wisp—frequently unspoken, occasionally even stigmatized. In a culture where showing emotions in the workplace was considered weakness, the researchers advocated for a more honest, comprehensive conversation about well-being. Throughout these varied environments—from the virtual hallways of hybrid offices to gender-diverse teams, from factory floors to ergonomic chairs—one reality stands out: work is no longer only about tasks. It's about people—their well-being, emotions, inclusion, and sense of purpose. These researches create a tapestry of findings, each thread repeating the same message: to create workplaces of the future, we first need to understand the humans inside them. Through empathetic leadership, purposeful design, or cultural belonging, the most effective organizations will be those that view employees not only as assets—but as complete people, in search of meaning, respect, and joy in what they do.

Psychologically Healthy Workplaces Have Lower Turnover, Less Stress

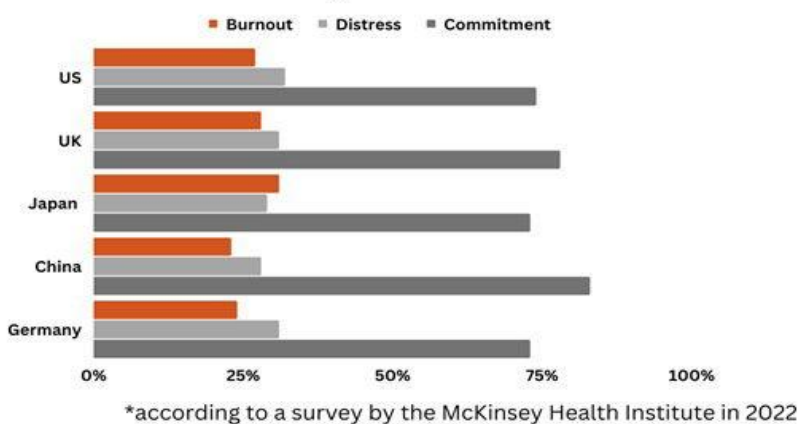


Sources: American Psychological Association (APA), Psychologically Healthy Workplace Award (PHWA) Program; National Average for Turnover from U.S. Department of Labor, Bureau of Labor Statistics, 2000 Total Separation; National Average for Work Stress from APA's 2005 National Survey. ©2007 American Psychological Association

Source : <https://www.apa.org/news/press/releases/2007/03/phwa>

The graph quite clearly indicates that in 2007 workplaces known to be psychologically healthy experienced considerably lower employee turnover and a much lower proportion of employees with high levels of work stress compared to the national average. This indicates the beneficial effect on employee retention and well-being of a psychologically healthy work environment.

Survey Results

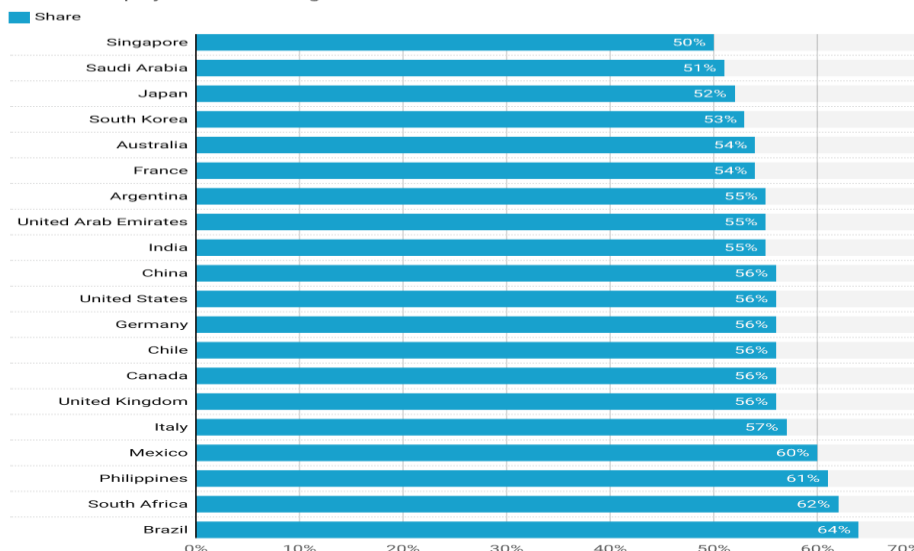


Source: <https://zoetalentsolutions.com/employee-satisfaction-statistics/>

This "Survey Results" chart, drawn from a 2022 McKinsey Health Institute survey, is a comparative assessment of Burnout (orange bars), Distress (grey bars), and Commitment (dark grey bars) levels from five distinct countries: the US, UK, Japan, China, and Germany.

Share of employees worldwide who feel a sense of wellbeing from their organization in 2023, by country

Share of Employees in Percentage

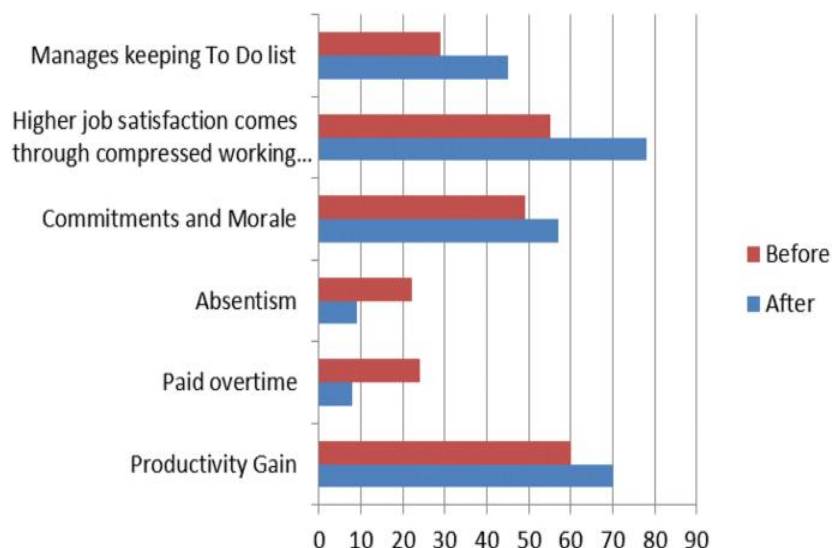


(Share in Percentage)

Source: Market.us Media

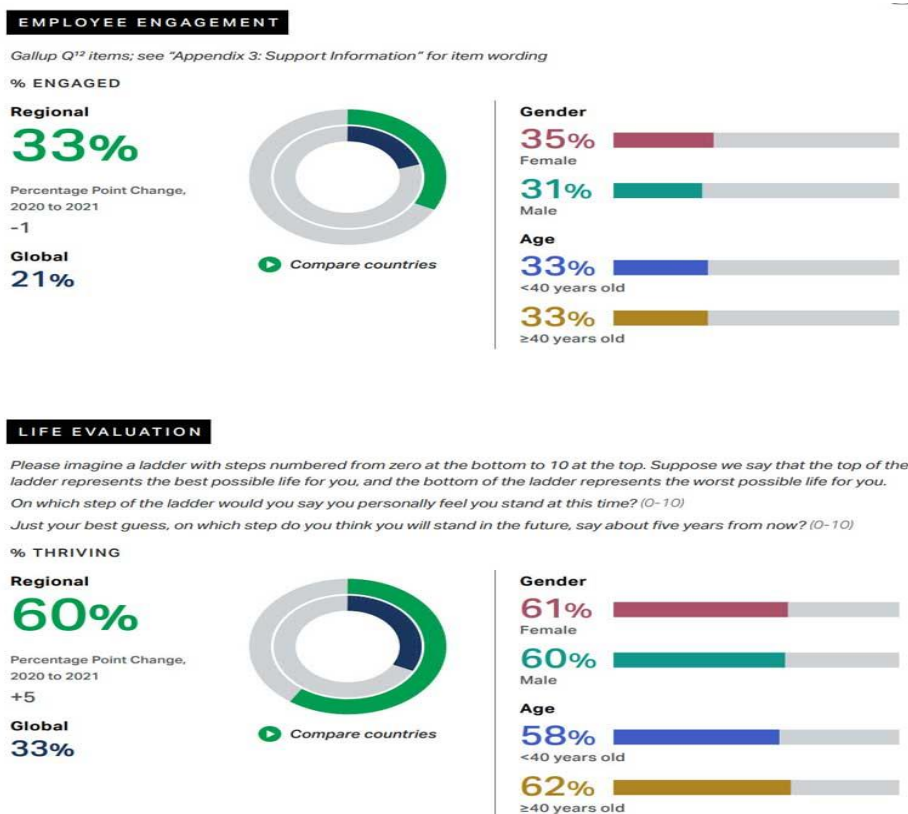
Source: <https://media.market.us/employee-wellbeing-statistics/>

This bar chart horizontally graphed as "Share of employees worldwide feeling a sense of wellbeing from their organization in 2023, by country," indicates the share of employees of different countries reporting they felt a sense of wellbeing through their work during the year 2023. Brazil, Mexico, and Argentina in Latin America and Philippines in Southeast Asia reflect higher numbers of employees reporting they felt a sense of well-being from their organization.



Source: <https://link.springer.com/article/10.1007/s41027-018-0126-3>

Based on this data, the implemented change appears to have been successful in improving employee efficiency, satisfaction, morale, and productivity while reducing negative aspects like absenteeism and excessive overtime.



Source: <https://www.founderjar.com/employee-engagement-statistics/>

This information creates a portrait of an area where employee engagement and life assessment (% thriving) are considerably higher than world averages. Though regional employee engagement fell slightly from 2020 to 2021, it remains well above the world average. Engagement levels are consistent across age groups with a slight lead for female workers.

The proportion of people flourishing in their life assessment in this area is significantly high and registered a positive rise from 2020 to 2021. Females and older adults report slightly higher rates of flourishing compared to younger adults and males, respectively.

It should be noted that the particular "region" is not indicated in the given image. Yet, the information clearly indicates a positive situation in this specific region in contrast to global trends for both employee engagement and general life evaluation.

Methodology

This research uses a quantitative approach to explore the correlation of employees' well-being and their engagement level in different sectors of employment. Participants were surveyed with the help of a structured questionnaire that was filled out through Google Forms to facilitate accessibility and response convenience among diverse participants. The survey included both standardized scales and demographics, with the goal of collecting detailed information on employees' self-reported well-being and levels of engagement. Responses were obtained from workers within a variety of industries, such as exclusively corporate, education, healthcare, and tech. A convenience sampling method was used because it has the practical benefits of accessing a wide population quickly. Statistical analysis using excel then applied techniques such as descriptive statistics, correlation analysis, and regression analysis to examine the nature and strength of the association between employee well-being and engagement.

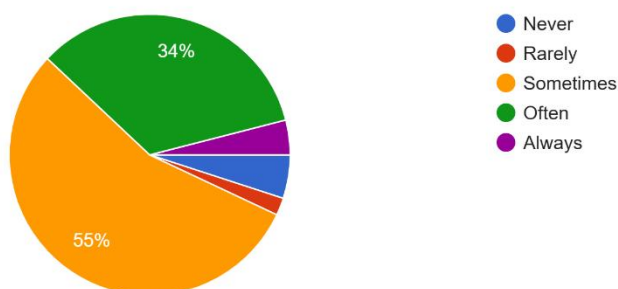
This approach makes it possible to identify patterns and test the hypothesis that greater levels of well-being are positively associated with higher levels of employee engagement in various professional settings.

Data Analysis & Interpretation

How often do you feel stressed or overwhelmed at work?

Q1. How often do you feel stressed or overwhelmed at work?

100 responses



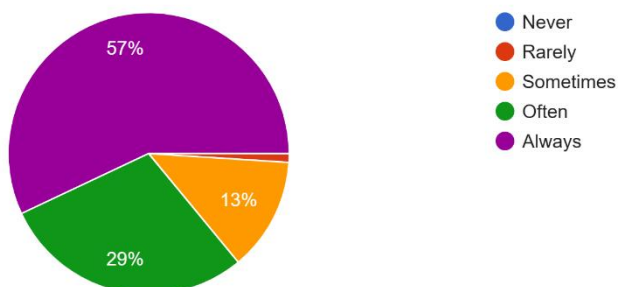
ANALYSIS AND INTERPRETATION:

A combined 89% of respondents report feeling stressed or overwhelmed at work at least "sometimes," with 55% indicating "sometimes," 34% "often," 5% "always," while only 6% experience it "rarely" or "never," highlighting widespread but varying levels of workplace stress.

How often do you feel motivated to do your best work?

Q7. How often do you feel motivated to do your best work?

100 responses



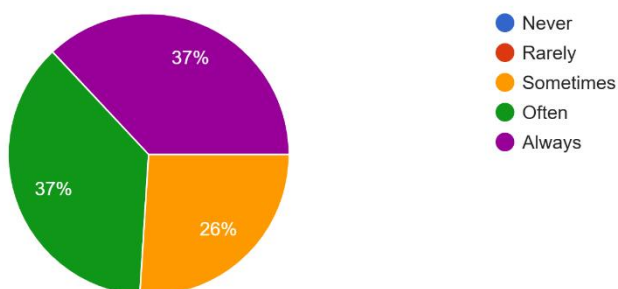
ANALYSIS AND INTERPRETATION:

An overwhelming 86% of respondents feel motivated to do their best work either "always" (57%) or "often" (29%), with only 14% reporting "sometimes" (13%) or "rarely" (1%), and none reporting "never," indicating a highly motivated and engaged workforce.

How often do you feel valued and recognized for your contributions?

Q9. How often do you feel valued and recognized for your contributions?

100 responses



ANALYSIS AND INTERPRETATION:

A strong 74% of respondents feel valued and recognized either "always" (37%) or "often" (37%), while 26% feel this only "sometimes," and none selected "rarely" or "never," indicating a generally positive recognition culture with room to enhance consistency.

Descriptive Statistics

	3.303	3.5	5.8	3.5	3.2	3.9	4.4	3.8	4.1	3.9	3.7	4.3	3.2	3.3	3.9
	0303	151	686	454	929	898	141	383	212	292	979	131	323	434	292
Mean	03	52	87	55	29	99	41	84	12	93	8	31	23	34	93
	0.080	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Standard Error	5241	889	286	646	677	710	759	727	789	692	786	619	797	690	776
Median	35	29	65	46	29	6	87	97	97	34	14	99	18	99	54
Mode	3	4	7	4	3	4	5	4	4	4	4	4	3	3	4
	3	4	7	3	3	4	5	4	5	4	4	4	3	3	4
	0.801	0.8	2.2	0.6	0.6	0.7	0.7	0.7	0.7	0.6	0.7	0.6	0.7	0.6	0.7
Standard Deviation	2050	848	751	432	738	070	560	243	860	888	821	168	931	875	726
	29	34	83	18	94	34	65	16	09	7	97	79	89	22	51
	0.641	0.7	5.1	0.4	0.4	0.4	0.5	0.5	0.6	0.4	0.6	0.3	0.6	0.4	0.5
Sample Variance	9294	829	764	137	541	998	716	246	178	745	118	805	291	726	969
	99	31	58	29	33	97	35	34	11	41	33	4	49	86	9
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1.857	0.6	0.1	1.3	3.0	2.1	0.0	1.1	1.3	0.8	0.4	0.8	0.0	2.7	0.6
	2427	630	701	731	140	161	069	784	437	576	388	375	866	423	802
Kurtosis	04	8	9	96	48	76	48	94	5	8	6	81	8	9	14
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.727	-	1.1	0.1	0.4	-	1.0	0.4	-	0.0	0.1	0.5	0.0	0.5	0.4
Skewness	8530	0.3	556	727	287	0.6	032	016	0.2	923	489	799	670	684	189
	52	174	9	1	4	929	2	1	186	8	5	5	8	1	3
Range	4	3	7	4	4	4	3	4	2	2	3	3	4	4	4
Minimum	1	2	1	1	1	1	2	1	3	3	2	2	1	1	1
Maximum	5	5	8	5	5	5	5	5	5	5	5	5	5	5	5
Sum	327	348	581	351	326	395	437	380	408	389	376	427	320	331	389
Count	99	99	99	99	99	99	99	99	99	99	99	99	99	99	99
Confidence															
Level(95.0	0.159	0.1	0.4	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
%)	7975	764	537	282	344	410	507	444	567	373	560	230	581	371	541
	26	77	77	88	06	15	95	62	67	93	07	34	99	24	03

ANALYSIS AND INTERPRETATION:

The dataset's statistics show that the means and medians are similar, suggesting mostly symmetrical distributions. Standard deviation and range reveal that Column 3 has the highest variability, while others are more consistent. Skewness and kurtosis vary, indicating different distribution shapes—some skewed or peaked, others flatter. Confidence intervals (95%) give an estimate of the margin of error for each column's mean.

Regression

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.564721
R Square	0.31891
Adjusted R Square	0.290232
Standard Error	0.592645
Observations	100

ANALYSIS AND INTERPRETATION:

Regression model explains approximately 31.89% of the variance in your dependent variable. While there is a moderate positive correlation between your predictors and the outcome, a significant portion of the variation in the dependent variable remains unexplained by the current model. The adjusted R Square suggests that adding more predictors might not necessarily lead to a much better fit. The standard error indicates the average magnitude of the prediction errors.

Correlation

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	1.00															
2	0.07	1.00														
3	0.09	0.14	1.00													
4	0.17	0.04	0.71	1.00												
5	0.08	0.09	0.39	0.37	1.00											
6	0.08	0.42	0.04	0.23	0.00	1.00										
7	0.02	0.28	0.20	0.27	0.48	0.01	1.00									
8	0.04	0.13	0.09	0.10	0.25	0.02	0.41	1.00								
9	0.20	0.26	0.19	0.17	0.53	0.04	0.61	0.35	1.00							
10	0.04	0.23	0.06	0.12	0.22	0.19	0.33	0.50	0.33	1.00						
11	0.13	0.38	0.11	0.01	0.24	0.18	0.40	0.24	0.50	0.50	1.00					
12	0.10	0.42	0.23	0.01	0.25	0.26	0.42	0.14	0.31	0.37	0.58	1.00				

13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0.08	0.05	0.02	0.08	0.27	0.08	0.38	0.58	0.33	0.63	0.27	0.31	1.00			
14	0.05	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		0.15	0.12	0.16	0.59	0.02	0.46	0.02	0.41	0.01	0.20	0.27	0.03	1.00		
15	0.08	0.36	0.03	0.19	0.00	0.29	0.09	0.02	0.22	0.24	0.32	0.20	0.11	0.02	1.00	
16	0.04	0.29	0.10	0.12	0.37	0.04	0.71	0.40	0.61	0.31	0.36	0.38	0.32	0.44	0.14	1.00

ANALYSIS AND INTERPRETATION:

The correlation matrix shows a complex web of relationships, with a number of variable pairs showing strong positive correlations, including variables 4 and 3 (71%), 9 and 8 (61%), 16 and 8 (71%), 16 and 9 (61%), 13 and 9 (58%), 13 and 8 (38%), 12 and 11 (58%), 16 and 11 (31%), 16 and 12 (38%), 13 and 11 (63%), 13 and 12 (31%), and 16 and 13 (44%), while others indicate strong negative correlations, including variables 11 and 2 (-38%), 12 and 2 (-42%), and 15 and 11 (-32%), showing inverse relationships, and numerous pairs show weak or negligible correlations, indicating little to no linear relationship.

Conclusion

Employee well-being and engagement are deeply interconnected, forming a foundation for organizational success. Well-being—encompassing physical, psychological, and emotional health—boosts motivation, creativity, and resilience, while fostering meaningful relationships and purpose. This positive state fuels engagement, which in turn enhances mental health and satisfaction. However, over-engagement without support can lead to burnout, underscoring the need for balance. Leadership, culture, and HR practices like flexible work, mental health support, and inclusive decision-making mediate this relationship. Investing in well-being is not just ethical but strategic, enabling organizations to attract, retain, and empower talent while driving sustainable performance, innovation, and long-term resilience.

Suggestions

- **Holistic Well-being Programs:** Institute programs that tackle physical, mental, emotional, social, and fiscal dimensions of workers' well-being.
- **Flexible Work Arrangements:** Provide alternatives such as remote work, hybrid, and flexible schedules to enhance work-life balance.
- **Mental Health Services:** Offer counseling, mental health services, and facilitate open discussions regarding mental health.
- **Invest in Ergonomics:** Provide comfortable and safe working environments to sustain physical well-being and avoid discomfort.

Future Implications

- **More Emphasis on Personalized Well-being:** Anticipate more customized well-being initiatives using data and AI to address the specific needs of each employee.
- **Technology Integration:** Well-being and engagement will be increasingly augmented by digital tools, apps, and platforms.
- **Well-being as a Business Imperative:** Organizations will identify well-being and engagement as essential drivers of productivity, innovation, and retention.
- **Preferential Focus on Preventative Steps:** Upcoming strategies will probably concentrate on proactive measures to circumvent burnout and mental illness.

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