



Employee Wellbeing Programs and Organizational Commitment

Vanshika Singhal,

Assistant Professor Mrs. Shruti Rawat

Department of Management Quantum University, Roorkee,
Uttarakhand, India

Abstract – In today's competitive business world, companies are paying more attention to the health and happiness of their employees. Employee wellbeing programs are activities designed to support the physical, mental, emotional, and social health of workers. This paper explains how these programs influence organizational commitment, which refers to how loyal, dedicated, and emotionally connected employees feel to their organization. The study relies on secondary data gathered from existing research papers, journals, reports, and articles. The findings reveal that when organizations invest in employee wellbeing, it builds trust between employees and management. It reduces stress, increases job satisfaction, and creates a positive workplace environment. As a result, employees feel more attached to their organization and show greater commitment. The study also examines various aspects of employee wellbeing and organizational commitment, highlighting their relationship. It clearly demonstrates that both are strongly connected. In conclusion, employee wellbeing programs are not just extra benefits; they are smart strategies for organizations. When implemented correctly, they improve the workplace environment, make employees feel valued, and boost motivation, productivity, and long-term commitment to the organization. This leads to better performance, stronger loyalty, and sustainable growth for the company. Overall, wellbeing programs bring significant benefits to both employees and organizations. The study further emphasizes that wellbeing is not a one-time effort but a continuous responsibility for organizations. It also points out key challenges, such as budget constraints, social stigma surrounding mental health, and insufficient communication that organizations must tackle to make these programs truly effective. The paper concludes with practical suggestions for HR professionals and organizational leaders, especially in India, where the expectations of the modern workforce are changing rapidly.

Keywords: Employee Wellbeing, Organizational Commitment, HR Programs, Job Satisfaction, Work-Life Balance, Employee Retention

I. INTRODUCTION

Today, organizations are more than just places for people to earn money. They play an important role in our lives. Most people spend a significant part of their day at work, so what happens there really matters. The work environment, company culture, and the support employees receive all greatly impact their overall experience.

As a result, researchers and HR professionals now pay more attention to employee wellbeing and its effects on the success of an organization. Studies show that when employees are happy, healthy, and feel supported, they perform better, stay longer, and contribute more to the organization. This is why employee wellbeing programs have become crucial in today's workplaces.

Employee wellbeing covers more than just physical health. It also includes mental health, emotional balance, financial security, positive relationships at work, and feeling that your job has meaning. When employees feel good in these areas, they tend to be happier, more engaged, and more dedicated to their work. Organizations that recognize this and take steps to support all aspects of wellbeing are the ones that build the most committed and loyal workforce.

Organizational commitment reflects how strongly an employee feels connected to their organization. A committed employee is less likely to leave, works more effectively, and fosters a positive workplace. According to

Allen and Meyer (1990), there are three types of commitment: emotional attachment to the organization, staying because leaving would be costly, and staying out of a sense of responsibility. All three types are important, but emotional attachment, also known as affective commitment, is the strongest and most valuable for any organization.

In India, the topic of employee wellbeing is gaining more attention. Indian employees often deal with long hours, family pressure, financial stress, and job insecurity. Many also feel uneasy discussing mental health at work due to social stigma. This highlights the need for HR departments in Indian organizations to create effective and culturally sensitive wellbeing programs that truly support their employees.

This paper examines how employee wellbeing programs influence organizational commitment. It explores different types of wellbeing programs, their benefits, and whether they actually help increase employee commitment. The paper first reviews existing research, then explains wellbeing programs, discusses their impact on employees and organizations, and finally addresses the challenges organizations face when trying to implement these programs.

Objectives of the Study

This study is guided by three clear objectives that help shape the research and the conclusions drawn from it.



- **Objective 1:** To understand how employee wellbeing programs (physical, mental, financial, social, career) affect employee loyalty and commitment toward the organization.
- **Objective 2:** To study different types of employee wellbeing programs, how they work, and their impact on employees and workplace environment.
- **Objective 3:** To find out challenges in implementing employee wellbeing programs and how these challenges can be solved..

II. RESEARCH METHODOLOGY

This study relies entirely on secondary data. It uses a descriptive and analytical approach to examine the connection between employee wellbeing programs and organizational commitment. The information comes from existing sources like research papers, academic journals, books, reports, and trustworthy online materials.

For gathering relevant literature, databases such as Google Scholar, Research Gate, JSTOR, and EBSCO were used. The review focuses mainly on studies from 1990 to 2024, especially on research published after 2015 to keep the study relevant to the current business environment. This time frame was selected because it includes both classic theories that form the foundation of this field and recent studies that reflect what is happening in today's workplaces.

The studies were chosen based on their relevance to employee wellbeing, organizational commitment, HR practices, and workplace psychology. The review includes both Indian and international research papers to provide a broader and more balanced understanding of the topic. Indian studies were specifically included because the Indian workplace context has unique cultural and social factors that influence employee wellbeing and commitment differently than in Western countries.

No primary data, such as surveys or interviews, was collected for this research. The researcher relied completely on published and verified secondary sources to draw conclusions. This approach is suitable for a descriptive study like this, where the goal is to compile existing knowledge and present it clearly and systematically.

III. REVIEW OF LITERATURE

A lot of research has looked at employee wellbeing and organizational commitment separately over the years. Recently, researchers have started to focus more on how these two areas are connected. This section reviews some important studies in this field.

Warr (1990) introduced the Vitamin Model. He explained that job factors affect employees in a way similar to how vitamins affect the body. He pointed out that elements like

job freedom, clear roles, a supportive environment, and a balanced workload are key for employee wellbeing. Both too much and too little of these factors can lead to negative outcomes. This model is critical because it shows that mental health at work relies on finding the right balance of job factors. It's not just about removing stress; employees also need enough freedom, support, and meaningful work.

Meyer and Allen (1991) created the Three-Component Model of Organizational Commitment. This model states that employees stay in an organization because of their emotional attachment (affective commitment), the perceived cost of leaving (continuance commitment), or a sense of obligation (normative commitment). This model helps explain how workplace wellbeing can affect various types of employee commitment. When employees feel supported and cared for, they are more likely to form a strong emotional bond with their organization.

Robertson and Cooper (2010) described wellbeing in two main dimensions: subjective wellbeing, which relates to how people feel about their life and work, and psychological wellbeing, which focuses on mental health and functioning. They found that organizations prioritizing both dimensions see higher employee engagement and commitment. This means it's not enough to just make employees feel good in the short term. Organizations also have to support long-term mental health and psychological strength.

Bakker and Demerouti (2007) introduced the Job Demands-Resources (JD-R) Model. This model outlines that high job demands combined with low support lead to stress and burnout. In contrast, adequate support, autonomy, and recognition help improve wellbeing and increase employee commitment. HR can assist by ensuring employees have enough resources, such as emotional support, clear communication, and a manageable workload, to cope with their job demands.

Cascio (2010) discovered that organizations with strong health and wellness programs tend to have lower absenteeism and reduced employee turnover. These programs also boost productivity because employees feel valued and cared for by their organizations. This finding is significant because it shows that investing in employee wellbeing benefits not just employees but the organization's bottom line as well.

Luthans (2002) introduced the concept of Psychological Capital (PsyCap), which includes hope, optimism, confidence, and resilience. He argued that when organizations help employees develop these strengths, both performance and commitment improve. HR plays an important role in fostering PsyCap through training and development programs that build confidence and resilience in employees.

Research in India is also expanding. Studies like Jain and Cooper (2012) show that initiatives such as work-life



balance, stress management, and employee health programs positively influence organizational commitment in both public and private sectors. Their research also found that mental health stigma is a significant barrier in Indian workplaces, and HR needs to actively work to reduce this stigma.

Overall, existing literature strongly indicates that employee wellbeing and organizational commitment are closely linked. When employees feel supported, healthy, and valued, they are more likely to stay loyal and committed to their organization. Recent studies have reinforced this relationship. Dodge et al. (2012) defined wellbeing as the balance between an individual's resources and the demands they face, a concept commonly used in organizational studies. Krekel et al. (2019) conducted a large-scale study that found a strong association between employee wellbeing and higher productivity and improved firm performance. The COVID-19 pandemic underscored the need for mental health support. Kniffin et al. (2021) noted that organizations that actively supported employee wellbeing during the crisis saw higher levels of trust, stability, and employee commitment.

IV. EMPLOYEE WELLBEING PROGRAMS: TYPES AND DIMENSIONS

Employee wellbeing programs are formal or informal efforts made by companies to make their workers healthier and happier overall. You can put these programs into different groups based on what they focus on. Each type of program focuses on a different part of employee health and well-being and helps people stay committed to the organization in its own way.

1. Physical Wellbeing Programs

Health check-ups, gym memberships or fitness centers at work, medical insurance, nutrition advice, and health awareness programs are all examples of physical wellbeing programs. These are the most common organizational steps taken to protect and improve the physical health of workers. Google, Microsoft, and Tata Consultancy Services (TCS) are some of the companies that are known for taking good care of their employees' health (Cascio, 2010).

Employees who are physically fit have more energy, can focus better, and can handle stress better. This naturally makes them feel better about their work and more committed to it. Physical health programs also cut down on the number of sick days employees take, which means the company loses less time and money when employees are sick.

2. Mental and Emotional Wellbeing Programs

Mental health is now a very important issue in the workplace. A lot of companies now offer Employee Assistance Programs (EAPs), which let workers talk to counselors or psychologists when they need to. Companies

also offer mental health leave, meditation apps, stress management workshops, and mindfulness sessions. These programs help workers deal with stress at work, problems in their personal lives, and emotional issues in a healthy way.

Studies show that employees who are mentally healthy do their jobs better, make better decisions, and have a better attitude toward their job and company (Bhatt, 2020). This also helps them feel more emotionally connected to and committed to their job. Mental health programs are very important in India because many workers are under a lot of stress but don't want to ask for help because of the stigma that comes with it.

3. Financial Wellbeing Programs

One of the main reasons why workers lose focus and become less productive at work is because they are stressed about money. Many companies now offer help with financial planning, retirement savings options like EPF and NPS in India, salary advances, and workshops to teach people about money. These programs make employees feel more secure about their financial future, which lowers their stress and lets them focus better on their work.

Employees are less worried, more focused on their work, and have a better attitude toward their boss when they feel financially stable and secure. This helps people stay more committed to their jobs (Carolan et al., 2017). In India, where many workers are the main earners for their families and have a lot of financial responsibilities, programs that help people with their money are very important.

4. Social Wellbeing Programs

Social well-being is how well an employee gets along with their coworkers, managers, and the company as a whole. Companies help this by having events in the office, team-building activities, programs to recognize employees, mentoring, and efforts to promote diversity and inclusion. When employees have good relationships with their coworkers, they feel like they are part of a community, not just a company.

Employees feel like they belong when the workplace is friendly and helpful. This feeling of belonging is important for both emotional attachment and a sense of duty to the organization. People who have strong social ties at work are also more likely to work well together, share ideas, and help each other out when things get tough.

5. Work-Life Balance Programs

Work-life balance is an extremely important employee benefit offered by modern companies. They now provide flexible working schedules, telecommuting options, paternity and maternity leave, childcare, and sufficient holiday leave to assist their employees to effectively balance between their private life and professional activity. This is due to the fact that nowadays employees



are not only people who work; at the same time, they are parents, children, relatives, and personalities with interests beyond working process.

It is also vital to point out that this kind of policy plays an extremely important role in the situation on the Indian market, as Indian employees usually work hard, experiencing stress at work and at home simultaneously. Studies show that the feeling of having control over the time influences people's job satisfaction positively and increases organizational commitment (Haar et al., 2014). Moreover, work-life balance policy helps to decrease stress and burnout, which are major factors behind talent turnover.

6. Career Development Programs

The other goal that employees have is career development. Training programs, skill development sessions, leadership programs, mentorships, and career development are some of the ways through which this objective can be accomplished. Employees are more likely to develop loyalty when they see a future for themselves within an organization. Career development programs show them that the organization believes in them and sees a future for them.

Career development programs have been seen to foster affective commitment because they help employees develop a strong emotional connection to their organizations due to the benefits they receive from such a program. On the other hand, career development programs foster continuance commitment because of the benefits that an employee cannot find elsewhere if they were to leave the organization.

Organizational Commitment: Concept and Components

Organizational commitment refers to the emotional connection between an individual employee and their employer. An employee shows commitment to their organization when they indicate their willingness to exert effort, remain loyal, and align their personal goals with those of the organization. High levels of commitment reduce the likelihood that an employee will leave, increase the likelihood that they will exceed their normal duties, and increase the likelihood that they will refer other potential employees to the organization in a positive manner.

As mentioned previously, Meyer and Allen (1991) proposed a three-component model of organizational commitment. This model identifies three forms of commitment and illustrates how wellbeing programs can influence each form.

The first type of commitment that has been referred to as affective commitment, that refers to the employee's feelings toward an employer. It happens when an employee develops strongly emotional and positive ties to the employer when the employer cares about the employee

(like using well-being programs), which therefore is more likely to foster feelings of satisfaction, joy, pride from belonging to an organization.

Affective commitment has been the strongest and most beneficial form of organizational commitment because it is driven by actual feelings of being accepted and valued. Employees who has a strong affective commitment will most likely be the most engaged in their job, be the most effective and have the lowest intent to turnover from the organization. The second commitment called continuance commitment where an employee remains with an organization because the costs of leaving are too high or difficult to accept. If an employer is offering benefits that would be sacrificed or lost, for example insurance, financial benefits, training and career development; an employee may not see the cost of quitting worth. However, continuance commitment is based on rational reasons rather than on personal feelings. Therefore, the employees who are driven by this commitment do not guarantee to work the most diligently.

Normative commitment: When employees remain in organization due to moral obligation or feeling that they 'ought to'. For example when organization invests in the development of their employees by providing them with appropriate training, development, or taking care of their welfare, employees might express gratitude towards the organization and deem it appropriate to give something back to it by serving their terms in the organization and working dedicatedly for it. This concept is particularly observed in cultures like India where respect for the authority and gratitude are important values. Indian employees might thus feel more obliged to the organization.

To achieve long term success, affective commitment is vital. Wellbeing programs, when properly executed and sincerely offered, make employees feel valued and respected. It is capable of creating high level of trust between employees and management. Furthermore, it creates satisfaction and motivation at work, compelling employees to continue to work for the organization for a longer time and to give their best efforts.

V. RELATIONSHIP BETWEEN EMPLOYEE WELLBEING PROGRAMS AND ORGANIZATIONAL COMMITMENT

While the relationship between employee wellbeing programs and organizational commitment is complex, there is compelling empirical evidence that establishes a significant, positive relationship between these two variables. Below is a discussion of some of the most central mechanisms in which wellbeing programs are associated with organizational commitment.

Trust acts as the overarching mechanism by which employee wellbeing programs affect organizational



commitment. Employee wellbeing programs signal clearly that organizations are willing to provide support to employees when there are health concerns and overall happiness at work. As this occurs, employee's level of trust towards their organization grows. When organizations can gain employee trust, employees become far more likely to experience organizational commitment and loyalty toward their organization (Mishra & Morrissey, 1990).

Job satisfaction also functions centrally in this relationship. Wellbeing programs enhance job satisfaction by decreasing work related stressors, enhancing working conditions, and creating positive work environments that people want to be in. In organizations that provide employees with health and wellness related programs, employees tend to experience high levels of job satisfaction and consequently, their overall commitment to the organization tends to be high (Judge et al., 2001).

POS is another concept that can describe the connection. POS, as Perceived Organizational Support, can be understood as the extent to which employees feel valued and cared about by their organization. Wellbeing programs definitely build up that sense of care and support among employees. When employees believe that the organization is on their side, the sense of belonging and commitment are tremendously enhanced (Eisenberger et al., 1986).

Healthier and happier employees who feel supported are also less likely to consider leaving the job. They will not seek for alternatives when they are already being supported by their organization (Devi & Shaik, 2012). Low intention to leave represents a key indication of strong organizational commitment, and this can cut down enormous recruitment and training expenses.

Another benefit of being a healthy and well-motivated employee is that the individual will perform better on the job. As employees perform better on their job, managers will then acknowledge the efforts they put in.

This recognition further increases their motivation and commitment. This is a win-win-win situation. It goes something like this - employees are well, which means they perform better, because they are performing better their contribution gets recognized, and this recognition reinforces commitment.

Lastly, employee well-being programs foster Organizational Citizenship Behavior (OCB).

This is behavior of going above and beyond one's official work role – for example, helping a co-worker, going that extra mile, speaking highly of the organization, maintaining a positive atmosphere in the workplace, etc. Such actions are extremely beneficial to the organization but do not form part of the formal job description. Employee well-being increases OCB because it fosters a

higher sense of commitment and attachment to the organization (Organ, 1988).

Challenges in Implementing Employee Wellbeing Programs

While wellbeing programs present obvious and critical advantages to organizations, several considerable challenges are faced during their implementation and a discussion of them is necessary to allow HR professionals to design programs that can address those challenges more effectively.

Cost and Budget Constraints are one of the major concerns. The inability of small and medium businesses to provide complete wellbeing programs is a widespread issue. EAPs, gym memberships or health insurance are all very costly and in a country like India where many organizations have tight budgets, these constraints pose a major problem. HR professionals often have to find innovative and economical ways to support employee wellbeing in such contexts: leveraging free online resources, training existing managers as wellness champions or collaborating with local NGOs, etc.

Awareness and Stigma are another challenge. A large number of employees in India continue to hesitate to open up about issues related to mental health or ask for support (Jain & Cooper, 2012) due to the deep-rooted social stigma and thus don't access available mental health services even when they are provided free of cost. Organization must strive to establish an open and supportive environment over time and with persistence where asking for help is seen as a strength and not weakness.

The 'one size fits all' model. As every single individual's circumstances are unique to them, so too are their needs and personal circumstances. For instance, the needs of a young single employee at the start of their career can't be the same as those of an older employee struggling to bring up a family and support dependants. By providing identical wellness programs for everyone without regard to individual circumstances, organizations are not fully benefiting. HR should ideally endeavor to adapt programs or make them personal wherever feasible.

A poor level of communication. There are very few things that cannot be overcome, but a poor level of communication may be one of them when designing a wellness program. Many organizations fail to fully advise employees as to the existing benefits in place for them, and by this standard, wellness programs can fail as they have never come to the employee's attention. HR must endeavor to promote communications clearly, regularly and through the use of numerous channels (emails, bulletin boards, meetings and intra-net apps).

Difficulties with measuring the ROI. When measuring 'return on investment' for wellness programs the gains may not be immediately apparent and will often only



materialize in the long term, but organizations will sometimes cut back on investment as there is no immediate financial gain, when the longer term financial gains (e.g. Reduction in absenteeism and staff turnover, higher productivity) may indeed be great. HR needs to look at and report the long term gains of wellness programs.

Lastly, leadership involvement is definitely key but is not always a certainty. If managers and leaders do not view wellbeing as a priority, or if they do not 'walk the talk' by displaying healthy behaviors, employees will similarly be less likely to use the wellbeing programs (even if available). For the program to be effective and to have a genuine impact it is essential that there is visible support from leaders. By openly discussing the importance of wellbeing, by taking part in the program activities, and by ensuring that employees in the team also embrace these activities leaders are communicating a very strong message throughout the organization.

Case Examples of Wellbeing Programs in Indian and Global Organizations

A number of organizations are renowned for their successful employee wellbeing programs and the benefits they brought forth on employee commitment, satisfaction and retention. The above case studies exhibit that employee wellbeing programs are not only theoretical but successful when executed diligently.

Infosys is an Indian IT service company which is consistently recognized among the top Indian employers. Infosys has employee wellbeing programs including providing its employees health benefits, sports and fitness activities, mental health counseling and regular wellness events. HR plays a key and strategic role in development, implementation and evaluation of employee wellbeing initiatives in Infosys. Employees at Infosys are highly committed and employee retention rate at Infosys is above the industry average.

Tata Consultancy Services (TCS) have a well rounded employee wellbeing strategy and have a holistic approach toward the employee wellbeing. Its wellbeing initiatives include providing mental health support, flexible work options, leadership development programs, and financial literacy initiatives. Employees are supported by providing mental health counseling, virtual wellness sessions and financial aid at TCS especially during the pandemic and this helps the employee to be committed to the organization (Kniffin et al., 2021).

Google is a global brand and it is well recognized for its employee friendly work culture. It provides healthy free meals, wellness centers, mindfulness and meditation training, ample paid leaves and financial planning guidance among others. HR develops its employee wellbeing program and constantly updates the same according to the feedback of the employees and analysis of the data collected from it. Employees are more attached

emotionally to the organization due to the benefit programs provided by them and this translates into strong long term commitment.

Hindustan Unilever Limited (HUL) is another exemplary Indian organization with a positive workforce. Their Lamplighter program primarily focuses on employee health through risk identification of employees via health screenings and surveys followed by personal assistance for improving the employee health status. High commitment levels (both emotional and normative) were found in HUL employees, as the organization has a great employee wellbeing initiative supported by leadership development programs and HR-driven work culture.

Overall, these case studies highlight that well thought out, genuine, and well supported employee wellbeing programs by HR and management create a motivated, healthy and loyal workforce in both international and Indian companies.

VI. DISCUSSION

Evidence gathered from all the secondary sources such as research studies, theoretical framework, and practical case examples demonstrates a significant positive and sustained influence on employee commitment through employee wellbeing programs. The relationship between wellbeing and commitment is not merely a theoretical concept; it is well supported by data, proven by successful organizations' case studies and is logically understandable. All in all, the one critical implication emerging out of all the research works is, employees are humans before they are workers. When an organization embraces this truth and creates working environments

which look after them fully - not only the workers who produce efficiently- it benefits from having loyal, dedicated and deeply committed employees. Basically, it's a trade-off situation. An organization which gives higher degree of support and care to its employees receives correspondingly greater commitment, work efforts and performance from them.

In Indian context, the sole contributor of employees' commitment was traditionally job security. But in today's competitive world, the changing values are shifting this belief especially with young employees (millennials and gen Z), where they look upon the workplace culture, growth opportunities, mental health and work-life balance just as seriously as they view their salary. Organizations that overlook this significant factor risk losing out their most talented employees to rival companies that offer greater workplace experience.

It is important to highlight that wellbeing programs, if integrated in the organizations culture-when the care is part of daily working lives of employees-would prove to be very effective. Organizations that are keen in creating a



workplace where respect and care is the basic norm can ensure employees have a healthier lifestyle and, ultimately, commitment to the organizations.

HR professionals play a critical role in these works. They must continuously check employee needs through employee survey and open discussion, prepare customized, and culturally appropriate programs and initiatives which could help people to overcome their hesitation. The role of top management support is significant too; it must not only include the employees' welfare but also their overall mental health so that employees can make the best of programs.

VII. CONCLUSION

The present paper aimed to understand the link between employee wellbeing programs and organizational commitment through secondary data based analysis. Clearly, consistently, and importantly, the connection between the employee wellbeing and commitment has been powerfully affirmed.

The three objectives outlined above have been well accomplished. Firstly, the association between employee wellbeing programs and employee commitment has been examined with respect to all the three forms of organizational commitment – affective, continuance, and normative, with the affective form being influenced the most prominently by the wellbeing programs. Secondly, all the categories of wellbeing programs have been examined individually with their relation with employee wellbeing and employee commitment established. Thirdly, the issues like cost, stigma, awareness, and lack of leadership support for these programs has been discussed at length and solutions presented.

Companies which are wholeheartedly committed to providing physical, mental, financial, social and career development wellbeing to their employees are being well rewarded by the organizations with an employee force that is more loyal, dedicated, productive, and has a lesser inclination to turn over. For the organizations in India, particularly, the ones who are competing fiercely in the talent market at a global level and within their own arena, creating an employee wellbeing focused culture is not just a desirable attribute but a strategic imperative.

Future researchers are encouraged to conduct more quantitative and longitudinal studies within the Indian organizations to analyze how the influence of the wellbeing programs on commitment is affected by time, industry sector, size of organization, as well as various segments of employees. Future researchers should also investigate on the role of technology (digital wellness and AI-based tools) in making employee wellbeing programs more effective and reaching out to wider employee segments.

In summary, well employees are loyal and committed employees. Investing in employee wellbeing is both an ethical imperative as well as a strategically sound investment for organizations that would be able to derive tangible, long lasting benefits for themselves.

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