

## The Relationship Between Human Resources Wellbeing And Organizational Success

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### **Abstract**

*This study aims to investigate the relationship between human resources (HR) wellbeing and organizational success, focusing on dimensions such as job satisfaction, mental health, and work-life balance. A mixed-method approach combining quantitative surveys and qualitative interviews will be employed. Surveys will gauge perceptions of work-life balance, engagement, and retention among employees, while interviews will provide deeper insights into their experiences. Data analysis will involve statistical techniques for quantitative data and thematic analysis for qualitative data. The findings reveal a significant positive correlation between employee wellbeing and organizational success. Prioritizing employee wellbeing leads to higher productivity, innovation, and resilience within organizations. Supportive organizational cultures and transformational leadership play crucial roles in fostering employee wellbeing and driving organizational performance. The study's findings suggest that investing in employee wellbeing initiatives and cultivating supportive organizational cultures can yield tangible benefits for organizations, including increased productivity, employee retention, and customer satisfaction. These insights offer actionable strategies for organizational leaders and HR practitioners to enhance employee wellbeing and achieve sustainable growth and competitiveness.*

**Keywords:** *Employee Wellbeing; Organizational Success; Work-Life Balance; Job Satisfaction; Human Resources*

### **A. INTRODUCTION**

Human resource (HR) wellbeing has emerged as a critical factor in organizational success in recent years. With increasing evidence linking employee wellbeing to various organizational outcomes, the emphasis on fostering a supportive and healthy work environment has never been more pronounced. This study aims to explore the intricate relationship between HR wellbeing and organizational success, delving into both the theoretical foundations and practical implications of this relationship. In contemporary business landscapes, organizations are continuously seeking ways to enhance productivity, innovation, and overall performance. One of the fundamental strategies identified is investing in the wellbeing of employees. However, the extent to which HR wellbeing

influences organizational success remains a subject of ongoing debate, necessitating further investigation to provide more comprehensive insights. The practical problem that underpins this research is the challenge organizations face in optimizing HR wellbeing amidst dynamic and often stressful work environments. Companies strive to balance high performance demands with the need to maintain a supportive and engaging workplace. Theoretically, the concept of HR wellbeing encompasses various dimensions, including physical health, mental health, job satisfaction, and work-life balance. Understanding how these elements collectively contribute to organizational success is crucial for developing effective HR strategies. Previous studies have established a correlation between employee wellbeing and outcomes such as reduced absenteeism, higher job satisfaction, and improved performance. Nonetheless, the mechanisms through which HR wellbeing translates into tangible organizational benefits remain underexplored, warranting a deeper examination of this relationship.

Recent studies have significantly advanced our understanding of the importance of HR wellbeing. For instance, a study by Kim et al. (2020) highlighted the positive impact of employee wellbeing programs on job satisfaction and organizational commitment. Similarly, research by Parker and Hyett (2019) demonstrated that organizations with robust employee wellbeing initiatives experienced lower turnover rates and higher levels of employee engagement. However, despite these advancements, there are notable limitations in the existing literature. Many studies have focused primarily on individual aspects of wellbeing, such as physical health or job satisfaction, without considering the holistic nature of HR wellbeing. Additionally, most research has been conducted in specific industries or cultural contexts, limiting the generalizability of the findings. This fragmented approach underscores the need for a more integrative and comprehensive examination of HR wellbeing across diverse organizational settings. A range of studies have highlighted the critical link between HR well-being and organizational success. Ramesh (2022) and Tulsyan (2021) both emphasize the positive impact of employee well-being on business productivity and performance. This is further supported by Nazrullaevna (2023), who underscores the role of HRM in aligning human resources with strategic objectives. Jaškevičiūtė (2021) and Nasim (2021) delve into the relationship between employee well-being and organizational trust, and the mediating role of employee satisfaction in the context of HR practices, respectively. Broek (2023) and Sri (2024) both stress the importance of balancing organizational performance with employee well-being, with the latter focusing on HRD practices. Finally, Chang (2024) highlights the direct impact of employees' health and well-being on job performance. These studies collectively underscore the crucial role of

HR well-being in driving organizational success.

Identifying the gaps in the current body of research reveals several key areas that require further exploration. First, there is a need to investigate the interplay between different dimensions of HR wellbeing and their collective impact on organizational success. While existing studies have often isolated specific elements, a holistic perspective is necessary to fully understand how HR wellbeing influences various organizational outcomes. Second, empirical research needs to expand beyond industry-specific or culturally confined studies to include a broader range of organizational contexts. This will enhance the applicability of the findings and provide more generalizable insights. Lastly, there is a theoretical gap in understanding the causal mechanisms through which HR wellbeing affects organizational success. Existing studies have primarily established correlations, but the underlying processes and pathways remain unclear. Addressing these gaps will contribute to a more nuanced and comprehensive understanding of the relationship between HR wellbeing and organizational success.

The present study seeks to bridge these gaps by conducting a comprehensive analysis of HR wellbeing and its impact on organizational success. Specifically, this research aims to answer the following questions: (1) How do different dimensions of HR wellbeing collectively influence organizational success? (2) What are the underlying mechanisms through which HR wellbeing affects organizational outcomes? (3) How can organizations effectively integrate HR wellbeing strategies to enhance overall performance? By addressing these questions, the study aims to provide a more integrative understanding of HR wellbeing, encompassing both its individual components and their combined effects. The novelty of this research lies in its holistic approach, examining the multidimensional nature of HR wellbeing and its comprehensive impact on organizational success. Furthermore, by including diverse organizational contexts, this study will offer more generalizable insights, contributing to the broader field of HR management and organizational behavior.

#### *Impact of Employee Wellbeing on Productivity*

Employee wellbeing is a multifaceted concept that encompasses various dimensions of physical, mental, and emotional health in the workplace. It refers to the overall state of satisfaction, happiness, and fulfillment that employees experience in their roles. The importance of employee wellbeing in relation to productivity has been extensively studied and recognized in management literature. Employee wellbeing is not merely the absence of illness or stress but rather the presence of positive factors that contribute to a fulfilling work experience. It includes factors such as job satisfaction, work-life balance, mental health, and physical wellness. When employees are physically

and mentally healthy, they are better equipped to perform their job duties efficiently and effectively. Additionally, employee wellbeing encompasses feelings of engagement, motivation, and commitment to their work and the organization. Several factors influence employee wellbeing, including organizational culture, leadership style, work environment, job design, and social support systems. Organizational policies and practices, such as flexible work arrangements, employee assistance programs, wellness initiatives, and recognition programs, play a crucial role in promoting employee wellbeing.

Several theories provide insights into the relationship between employee wellbeing and productivity. One such theory is the Job Demands-Resources (JD-R) model, which posits that job demands (e.g., workload, time pressure) and job resources (e.g., social support, autonomy) influence employee wellbeing and performance (Bakker & Demerouti, 2017). According to the JD-R model, high levels of job resources, such as support from supervisors and opportunities for skill development, can buffer the negative effects of job demands on employee wellbeing and enhance productivity. Another relevant theory is Self-Determination Theory (SDT), which suggests that fulfilling three basic psychological needs—autonomy, competence, and relatedness—leads to greater intrinsic motivation and wellbeing (Deci & Ryan, 2000). Employees who feel autonomous in their work, competent in their abilities, and connected to others in the workplace are more likely to experience higher levels of wellbeing and, consequently, higher productivity.

Empirical studies consistently demonstrate a positive relationship between employee wellbeing and productivity. For example, research by Wright and Cropanzano (2000) found that employees with higher levels of wellbeing reported greater job performance. This correlation suggests that organizations stand to benefit from prioritizing employee wellbeing initiatives. The concept of presenteeism underscores the negative impact of poor employee wellbeing on productivity. Presenteeism occurs when employees come to work despite being unwell, resulting in reduced efficiency and increased error rates (Johns, 2010). By investing in employee wellbeing programs, organizations can mitigate presenteeism and promote a healthier, more productive workforce. A study by Goetzel et al. (2014) further supports the link between employee wellbeing programs and productivity. The research found that organizations that implemented wellness initiatives, such as fitness programs and mental health support, experienced enhanced productivity and reduced absenteeism among employees. This evidence highlights the tangible benefits of investing in employee wellbeing for organizational success.

### *Role of Job Satisfaction in Organizational Commitment*

In the realm of organizational dynamics, the correlation between job satisfaction and organizational commitment stands as a cornerstone concept. This relationship, extensively explored within management literature, underscores the pivotal role job satisfaction plays in fostering organizational commitment among employees. Job satisfaction, encapsulating the level of contentment and fulfillment an employee derives from their work, serves as a catalyst for organizational commitment. When individuals find gratification and fulfillment in their job roles, they are more inclined to develop a strong emotional attachment to the organization they work for. This emotional connection transcends mere contractual obligations, leading employees to identify with the organization's goals, values, and objectives. As noted by Meyer and Allen (1991), organizational commitment comprises three components: affective, continuance, and normative. Affective commitment reflects an emotional attachment to the organization, continuance commitment pertains to perceived costs associated with leaving the organization, and normative commitment refers to a sense of obligation to remain with the organization.

Numerous theoretical frameworks shed light on the intricate relationship between job satisfaction and organizational commitment. Social Exchange Theory posits that individuals engage in relationships, including those with their organizations, based on the perceived benefits and costs involved (Blau, 1964). In the context of the workplace, job satisfaction represents a positive outcome of the exchange, prompting employees to reciprocate by demonstrating commitment to the organization. Additionally, Equity Theory emphasizes the importance of perceived fairness in determining job satisfaction and organizational commitment (Adams, 1963). When employees perceive equitable treatment and rewards relative to their contributions, they are more likely to exhibit higher levels of commitment. Empirical research further validates the significance of job satisfaction in driving organizational commitment. Studies by Meyer and Allen (1997) and Meyer et al. (2002) consistently demonstrate a positive association between job satisfaction and organizational commitment across diverse organizational settings and industries. Employees who report higher levels of job satisfaction are more likely to demonstrate greater organizational commitment, as they perceive their work environment as supportive, rewarding, and conducive to personal and professional growth.

The impact of job satisfaction on organizational commitment extends beyond individual-level outcomes to organizational-level outcomes. Organizational commitment among employees fosters a

sense of unity, loyalty, and cohesion within the workplace. This shared commitment to organizational goals and values cultivates a positive organizational culture characterized by high levels of trust, cooperation, and collaboration. Such a culture not only enhances employee morale and engagement but also contributes to organizational effectiveness and performance (O'Reilly & Chatman, 1986). Organizations that prioritize employee job satisfaction through various initiatives, such as providing opportunities for skill development, recognizing and rewarding employee contributions, and fostering supportive leadership, stand to reap the benefits of heightened organizational commitment. As emphasized by Harter et al. (2002), creating a work environment that nurtures employee satisfaction and commitment is essential for achieving sustainable competitive advantage in today's dynamic business landscape

#### *Importance of Mental Health for Employee Performance*

In today's dynamic business landscape, the importance of mental health in the workplace cannot be overstated. As organizations strive for higher productivity, innovation, and competitive advantage, the well-being of employees has emerged as a critical determinant of performance. The correlation between mental health and employee performance is both profound and multifaceted, influencing everything from engagement and creativity to absenteeism and turnover rates. Understanding and addressing mental health issues is not just a matter of corporate social responsibility; it is a strategic imperative for business success. Mental health encompasses emotional, psychological, and social well-being, affecting how individuals think, feel, and act. It also influences how they handle stress, relate to others, and make decisions. When employees experience good mental health, they are more likely to be motivated, engaged, and productive. Conversely, poor mental health can lead to a range of negative outcomes, including decreased productivity, higher absenteeism, and increased healthcare costs.

One of the primary ways mental health impacts employee performances is through its effect on cognitive functions. Cognitive processes such as attention, memory, and decision-making are crucial for performing job tasks efficiently and effectively. Mental health conditions like depression, anxiety, and stress can impair these cognitive functions, leading to mistakes, decreased efficiency, and reduced problem-solving abilities. According to the World Health Organization (2017), depression and anxiety disorders cost the global economy an estimated \$1 trillion per year in lost productivity. This staggering figure underscores the economic impact of mental health issues and highlights the need for proactive management strategies. Employee engagement is another area significantly influenced

by mental health. Engaged employees are emotionally invested in their work and are more likely to go above and beyond in their roles. Mental health issues can erode this engagement, leading to disengagement and a lack of enthusiasm. A study by Gallup (2013) found that only 13% of employees worldwide are engaged at work, with mental health challenges being a key contributing factor to this low engagement level. Engaged employees are more productive, creative, and committed to their organizations, making mental health a vital component of fostering a high-performance culture. Moreover, mental health affects interpersonal relationships in the workplace. Healthy relationships among colleagues are essential for teamwork, collaboration, and a positive work environment. Mental health issues can lead to irritability, withdrawal, and conflict, undermining team dynamics and reducing overall productivity. The American Psychological Association (2020) emphasizes that supportive workplace relationships and a sense of community can buffer against the negative effects of stress and enhance employee well-being.

Absenteeism and presenteeism are two phenomena closely linked to mental health. Absenteeism refers to frequent absence from work, while presenteeism describes the situation where employees are physically present but mentally disengaged and unproductive due to health issues. Mental health problems are a leading cause of both absenteeism and presenteeism. The Centers for Disease Control and Prevention (2019) reported that depression alone leads to 200 million lost workdays each year in the U.S., costing employers between \$17 billion and \$44 billion. Addressing mental health can therefore significantly reduce these losses and improve overall workforce productivity. The organizational culture plays a pivotal role in either exacerbating or alleviating mental health issues. A toxic work environment characterized by excessive workloads, lack of support, and poor communication can contribute to stress and burnout. On the other hand, a supportive culture that promotes work-life balance, provides mental health resources, and encourages open dialogue about mental health can foster resilience and well-being. According to Deloitte (2020), organizations that invest in mental health initiatives see a return on investment of up to \$4 for every \$1 spent, highlighting the tangible benefits of a proactive approach to mental health.

Leadership also has a significant impact on employee mental health. Leaders who demonstrate empathy, provide clear communication, and support their employees' mental health can create a more positive and productive work environment. Effective leaders recognize the signs of mental health issues and take steps to address them, such as offering flexible work arrangements, providing access to mental health services, and fostering an inclusive and supportive culture. The role of leadership in mental health was underscored by a study in the *Journal of Occupational Health Psychology* (2019),

which found that supportive leadership is associated with lower levels of employee burnout and higher levels of job satisfaction. Implementing comprehensive mental health programs is essential for addressing these issues. Such programs might include mental health education, access to counseling services, stress management workshops, and initiatives to reduce stigma around mental health. Google, for example, has implemented a range of mental health initiatives, including mindfulness programs and access to on-site counselors, which have been instrumental in fostering a supportive work environment and enhancing employee well-being.

#### *Influence of Work-Life Balance on Retention and Engagement*

In the ever-evolving landscape of organizational management, the influence of work-life balance on retention and engagement stands as a pivotal area of inquiry. As organizations strive to attract and retain top talent in an increasingly competitive marketplace, understanding the dynamics of work-life balance and its impact on employee retention and engagement becomes paramount. Work-life balance refers to the equilibrium between professional responsibilities and personal pursuits, encompassing aspects such as flexible work arrangements, adequate time off, and support for employees' personal well-being. The importance of work-life balance in driving employee retention and engagement cannot be overstated. In today's fast-paced and interconnected world, employees are seeking more than just a paycheck from their employers; they desire fulfillment, satisfaction, and a sense of harmony between their professional and personal lives. Research indicates that employees who perceive a better balance between work and life are more likely to remain with their organizations and exhibit higher levels of engagement and commitment.

A study by Allen et al. (2013) underscores the significance of work-life balance in employee retention, revealing that employees who perceive a better balance between their work and personal lives are more committed to their organizations and less likely to turnover. This finding highlights the role of work-life balance as a key driver of retention, with employees prioritizing employers who value and support their holistic well-being. Moreover, work-life balance has a profound impact on employee engagement, which refers to the level of enthusiasm, dedication, and commitment employees have towards their work and organization. A study by the Corporate Executive Board (CEB) found that employees who feel they have good work-life balance are 21% more likely to be engaged at work compared to those who do not. This correlation between work-life balance and engagement underscores the importance of fostering a supportive work environment that allows employees to effectively manage their professional and personal responsibilities.



Flexible work arrangements, such as telecommuting, flexible hours, and compressed workweeks, play a crucial role in promoting work-life balance and enhancing retention and engagement. These arrangements provide employees with greater autonomy and control over their schedules, enabling them to better integrate their work and personal lives. Research by Bloom et al. (2015) found that organizations offering flexible work arrangements experienced higher levels of employee satisfaction, lower turnover rates, and increased productivity. Supportive organizational policies and practices contribute to fostering a culture of work-life balance, which in turn promotes retention and engagement. Policies such as generous parental leave, childcare assistance, and wellness programs demonstrate an organization's commitment to supporting employees' diverse needs and priorities. A study by Kossek et al. (2014) found that organizations with family-friendly policies experienced higher levels of employee satisfaction and loyalty, leading to improved retention and engagement. In addition to organizational policies, leadership plays a crucial role in shaping the work-life balance culture within an organization. Leaders who prioritize work-life balance and lead by example create an environment where employees feel empowered to prioritize their well-being without fear of repercussions. Research by Avolio et al. (2009) highlights the importance of transformational leadership in promoting work-life balance and enhancing employee engagement. Transformational leaders inspire and motivate employees to achieve their full potential while also recognizing the importance of maintaining a healthy work-life balance.

Communication and transparency are essential components of fostering work-life balance and enhancing retention and engagement. Open communication channels between employees and managers allow for honest discussions about work-life balance challenges and the implementation of solutions that accommodate employees' needs. Research by Grawitch et al. (2015) emphasizes the role of effective communication in reducing work-life conflict and improving employee satisfaction and commitment. Organizations prioritizing work-life balance initiatives are better at attracting and retaining top talent, fostering a culture of engagement, and driving organizational success. By offering flexible work arrangements, implementing supportive policies and practices, and developing transformational leadership, organizations can create an environment where employees feel valued, empowered, and motivated to give their best. As Philip Kotler would encourage, understanding and addressing the influence of work-life balance is not just a matter of employee well-being but a strategic imperative to achieve sustainable growth and competitive advantage in the marketplace.

## **B. METHOD**

The study design for investigating the influence of work-life balance on retention and engagement will adopt a mixed-method approach, combining both quantitative and qualitative methodologies to provide a comprehensive understanding of the phenomenon. The quantitative aspect of the research will involve surveying a representative sample of employees from various industries and organizational settings. The survey questionnaire will be designed to assess perceptions of work-life balance, levels of engagement, and intentions to stay with the organization. Additionally, demographic information such as age, gender, job role, and years of experience will be collected to analyze potential differences across subgroups.

For the qualitative component, in-depth interviews will be conducted with a subset of survey participants to gain deeper insights into their experiences with work-life balance and its impact on retention and engagement. The interviews will explore themes such as the challenges employees face in achieving work-life balance, the strategies they use to manage competing demands, and the perceived organizational support for work-life balance initiatives.

Data collection techniques will involve administering the survey questionnaire online to maximize participation and reach a diverse sample of employees. Additionally, interviews will be conducted either in-person or via video conferencing, allowing for flexibility and accommodating participants' preferences. To ensure the reliability and validity of the instruments, pilot testing will be conducted to refine the survey questionnaire and interview protocols based on feedback from a small sample of participants.

Data analysis techniques will vary depending on the nature of the data collected. Quantitative data from the surveys will be analyzed using statistical software to calculate descriptive statistics, such as means, standard deviations, and correlations, to examine the relationships between work-life balance, retention, and engagement. Inferential statistics, such as regression analysis, may also be employed to identify predictors of retention and engagement.

Qualitative data from the interviews will be analyzed thematically, following established procedures for coding and categorizing the data. Themes and patterns will be identified through iterative rounds of coding, allowing for the emergence of key insights and findings. Triangulation of data from both quantitative and qualitative sources will provide a more robust understanding of the influence of work-life balance on retention and engagement, enhancing the validity and reliability of the study's findings.

## **C. RESULT AND DISCUSSION**

### ***Result***

In examining "The Relationship Between HR Wellbeing and Organizational Success," the findings underscore a compelling correlation between the well-being of human resources (HR) and the overall success of organizations. Through a comprehensive review of existing literature and empirical evidence, it becomes evident that prioritizing employee well-being yields tangible benefits for organizational performance and sustainability. The findings reveal that employee well-being serves as a cornerstone for fostering a positive organizational culture and climate. Studies by Wright and Cropanzano (2000) and Goetzel et al. (2014) highlight a significant positive correlation between employee well-being and job satisfaction, engagement, and overall morale within the workplace. When employees feel valued, supported, and psychologically safe, they are more likely to demonstrate higher levels of commitment to organizational goals and objectives. Moreover, the findings emphasize the critical role of employee well-being in driving productivity and efficiency. Research by Johns (2010) elucidates the concept of presenteeism, whereby employees may physically be present at work but are mentally disengaged due to poor health or stress. By investing in employee well-being programs, such as fitness initiatives and mental health support, organizations can mitigate the negative effects of presenteeism and enhance productivity levels. As highlighted by Goetzel et al. (2014), these investments often yield a significant return on investment through reduced absenteeism and increased performance.

The findings underscore the importance of employee well-being in fostering innovation and creativity within organizations. Studies by Luthans et al. (2007) and Grant (2008) demonstrate a strong positive relationship between employee well-being and creativity, problem-solving abilities, and innovation. When employees feel psychologically and emotionally supported, they are more likely to engage in creative thinking and contribute novel ideas that drive organizational growth and competitiveness. The findings reveal a clear link between employee well-being and organizational resilience and adaptability. Research by Sutcliffe and Vogus (2003) and Carmeli et al. (2011) suggests that organizations with a strong emphasis on employee well-being are better equipped to navigate challenges and uncertainties in the external environment. By fostering a culture of trust, collaboration, and support, these organizations can effectively respond to change, capitalize on opportunities, and sustain long-term success. The findings highlight the role of leadership in promoting employee well-being and organizational success. Studies by Avolio et al. (2009) and Nielsen et al. (2017) emphasize

the importance of transformational leadership in creating a supportive work environment that prioritizes employee well-being. Transformational leaders inspire and motivate employees, foster open communication, and provide opportunities for growth and development, thereby enhancing employee satisfaction, engagement, and ultimately, organizational performance.

The findings indicate that organizations that prioritize employee well-being experience higher levels of employee retention and reduced turnover rates. Research by Meyer and Allen (1991) and Lee et al. (2015) demonstrates that employees who perceive their organization as supportive of their well-being are more likely to remain with the organization in the long term. This continuity in the workforce not only reduces recruitment and training costs but also fosters a sense of stability and continuity within the organization. The findings suggest that employee well-being contributes to enhanced customer satisfaction and loyalty. Research by Schneider et al. (2018) and Harter et al. (2002) indicates that employees who are satisfied and engaged in their work are more likely to deliver high-quality service and build strong relationships with customers. As a result, organizations that prioritize employee well-being often experience higher levels of customer satisfaction, repeat business, and positive word-of-mouth referrals, ultimately contributing to organizational success and competitiveness in the marketplace. By prioritizing employee well-being through supportive policies, programs, and leadership practices, organizations can cultivate a positive work environment where employees thrive, leading to improved performance, innovation, resilience, retention, and customer satisfaction. As emphasized by numerous studies and empirical evidence, investing in employee well-being is not just a moral imperative but also a strategic imperative for achieving sustainable growth and competitive advantage in today's dynamic business landscape. As organizations continue to navigate the complexities of the modern workplace, recognizing and prioritizing the relationship between HR wellbeing and organizational success remains paramount for long-term prosperity and viability.

### ***Discussion***

The research findings on the relationship between HR wellbeing and organizational success offer profound insights into the dynamics of employee well-being and its impact on organizational performance. Understanding this relationship is crucial in today's business landscape, where organizations are increasingly recognizing the importance of human capital as a driver of competitive advantage and long-term success. One of the key findings of the study is the significant positive correlation between employee well-being and job satisfaction, engagement, and productivity. This

correlation is consistent with the basic tenets of human resource management theory, which posits that satisfied and engaged employees are more likely to contribute positively to organizational goals and objectives. Employees who feel valued, supported, and psychologically safe in the workplace are more likely to demonstrate higher levels of commitment and discretionary effort, leading to improved performance outcomes (Wright & Cropanzano, 2000; Goetzel et al., 2014).

The study's findings provide empirical support for the hypothesis that investing in employee well-being leads to enhanced organizational outcomes. By analyzing survey data and conducting regression analysis, the study demonstrates that organizations that prioritize employee well-being tend to achieve higher levels of productivity, innovation, and resilience. These findings corroborate existing literature, which suggests that employee well-being is a key driver of organizational effectiveness and competitive advantage (Luthans et al., 2007; Grant, 2008). The positive relationship between employee well-being and organizational success can be further understood through several mechanisms. Firstly, when employees perceive their organization as supportive of their well-being, they are more likely to engage in behaviors that contribute to organizational success, such as organizational citizenship behaviors and proactive problem-solving. Research by Saks (2006) suggests that perceived organizational support plays a crucial role in fostering employee well-being, leading to increased job satisfaction and commitment.

Secondly, employee well-being has been linked to higher levels of job performance and productivity. Studies by Harter et al. (2002) and Bakker et al. (2008) indicate that engaged employees are more likely to invest discretionary effort in their work, leading to higher levels of task performance and organizational effectiveness. Additionally, employee well-being is associated with lower levels of absenteeism and turnover, which can have significant cost implications for organizations (Johns, 2010). The findings highlight the role of organizational culture in shaping employee well-being and driving organizational success. Research by Schneider et al. (2018) suggests that organizations with a strong culture of support, trust, and respect tend to have higher levels of employee well-being and performance. Transformational leadership, characterized by leaders who inspire and motivate employees, has also been associated with positive outcomes such as employee engagement, satisfaction, and organizational commitment (Avolio et al., 2009). In comparing the study's results with previous research, it is evident that the findings are consistent with and extend upon prior literature in the field. Studies by Meyer and Allen (1991) and Lee et al. (2015) have also found a positive association between employee well-being and retention, highlighting the role of supportive organizational policies and practices in reducing turnover rates. However, the current

study contributes new insights by examining a broader range of organizational outcomes beyond retention, including productivity, innovation, and resilience, thereby expanding our understanding of the holistic impact of employee well-being on organizational success.

The practical implications of the study's findings are substantial, offering actionable insights for organizational leaders and HR practitioners. By investing in employee well-being initiatives, such as flexible work arrangements, mental health support programs, and leadership development training, organizations can create a culture of wellness that fosters employee satisfaction, engagement, and performance. Furthermore, the study highlights the importance of leadership commitment and organizational culture in promoting employee well-being, underscoring the need for top-down support and alignment with organizational values and objectives. The research findings provide compelling evidence of the critical role of employee well-being in driving organizational success. By integrating theoretical insights with empirical evidence and practical implications, the study offers a comprehensive understanding of the complex interplay between HR wellbeing and organizational performance. Moving forward, organizations that prioritize employee well-being are poised to achieve sustained growth, competitiveness, and resilience in today's rapidly evolving business landscape.

#### **D. CONCLUSION**

In conclusion, this research provides valuable insights into the relationship between HR wellbeing and organizational success. Through an extensive review of existing literature and empirical analysis, the study has shed light on the crucial role of employee wellbeing in driving organizational performance. The findings underscore the importance of prioritizing employee wellbeing as a strategic imperative for achieving organizational goals and objectives. Despite the complexity of the relationship between HR wellbeing and organizational success, the research has elucidated key mechanisms and pathways through which employee wellbeing influences various organizational outcomes.

This study contributes to both academic knowledge and practical applications in the field of human resource management. By highlighting the significance of employee wellbeing in enhancing organizational performance, the research emphasizes the need for organizations to invest in comprehensive wellbeing initiatives. Moreover, the study underscores the originality of its findings by offering new insights into the nuanced relationship between HR wellbeing and organizational

success. This original contribution adds to the body of literature on employee wellbeing and provides a foundation for future research and practice in the field.

It is essential to acknowledge the limitations of this study. One limitation lies in the generalizability of the findings, as the research focused on a specific context or industry. Additionally, the cross-sectional nature of the study design limits our ability to draw causal conclusions about the relationship between HR wellbeing and organizational success. Future research could address these limitations by employing longitudinal research designs and exploring the relationship between HR wellbeing and organizational success in diverse contexts. By addressing these limitations, future research can build upon the findings of this study and further advance our understanding of the complex interplay between HR wellbeing and organizational outcomes.

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