

Manuscript ID:  
TIJCMBLIR-2025-020531

Volume: 2

Issue: 5

Month: October

Year: 2025

E-ISSN: 3065-9191

Submitted: 15 Sept. 2025

Revised: 27 Sept. 2025

Accepted: 25 Oct. 2025

Published: 31 Oct. 2025

**Address for correspondence:**  
Nageswara Rao Podugu  
Senior HR, IR and Admin  
Professional Andhra Pradesh,  
Email: [Nagesh.india@gmail.com](mailto:Nagesh.india@gmail.com)

DOI: [10.5281/zenodo.18429155](https://doi.org/10.5281/zenodo.18429155)

DOI Link:  
<https://doi.org/10.5281/zenodo.18429155>



**Creative Commons (CC BY-NC-SA 4.0):**

This is an open access journal, and articles are distributed under the terms of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International Public License, which allows others to remix, tweak, and build upon the work noncommercially, as long as appropriate credit is given and the new creations are licensed under the identical terms.

#### How to Cite this Article:

Podugu, N. R. (2025). A Study on the influence of Employee Engagement Practices on Employee Well-Being and Organizational Effectiveness. *The International Journal of Commerce Management and Business Law in International Research*, 2(5), 143–147. <https://doi.org/10.5281/zenodo.18429155>

# A Study on the influence of Employee Engagement Practices on Employee Well-Being and Organizational Effectiveness

**Nageswara Rao Podugu**

Senior HR, IR and Admin Professional Andhra Pradesh,

## Abstract

*Employee engagement has emerged as a major issue which managers must address because it impacts both employee happiness and the efficiency of entire organizations. The study investigates how employee engagement practices impact both employee happiness and the results of organizational performance. The research study uses secondary data research methods which establish connections between articles in peer-reviewed journals and academic books and reports from top national and international human resource management and organizational behavior organizations. The research team used systematic literature review methods together with thematic analysis methods to discover essential employee engagement methods and their corresponding results. The research study demonstrates that employee engagement practices which include leadership support and recognition and work-life balance programs and learning opportunities create a strong positive effect on employee well-being which shows up as improved job satisfaction and psychological health and decreased work-related stress. The review shows that organizations experience better performance outcomes because their employees become more engaged through work activities which lead to higher productivity levels and stronger employee dedication while they face fewer work absences and turnover intentions.*

**Keywords:** Employee Engagement, Employee Well-Being, Organizational Effectiveness, Human Resource Practices, Management

## Introduction

Employee engagement has become a crucial factor driving organizational success and sustainable development in today's business world. The combination of technological progress and global market expansion and changing employee expectations has forced businesses to adopt new human resource methods because their traditional employment methods no longer function. Employee engagement describes the emotional and cognitive and behavioral connection which workers develop with their job responsibilities and their organization which has become a vital factor driving both personal and organizational success. Employees in modern workplaces now expect more than just salary increases because they want their work to have value and their leaders to show understanding and they want chances to develop themselves and maintain a healthy balance between work and personal life.

Employee well-being has emerged as a main human resource outcome which organizations now use as their primary strategic goal. Employee engagement at high levels leads to better employee well-being which shows itself through better job satisfaction and psychological health and reduced workplace stress. The presence of engaged employees who maintain good health leads organizations to achieve higher productivity levels and better employee dedication and overall operational success. Organizations today face multiple obstacles which result in decreased employee engagement and well-being through increased work stress and employee burnout and job insecurity and employee turnover and hybrid and remote work settings. The existing challenges demonstrate an urgent requirement for organizations to establish systematic engagement methods which will promote employee well-being and lead to better organizational performance.

The current research investigates how employee engagement practices impact both employee well-being and organizational performance through a complete review of existing research. The study uses secondary sources to examine previous research findings which will help managers and policymakers create effective sustainable employee engagement programs.

## Need of the Study

Current workplaces face major obstacles to their operational success because

increasing employee stress and burnout and staff turnover have become urgent issues. Employee engagement functions as a vital element for both employee well-being and employee performance, yet current research studies these two aspects as independent variables. The Indian workplace environment requires organizations to develop integrated systems that demonstrate how employee engagement practices lead to both employee well-being and organizational success. This study addresses this gap by synthesizing existing research through a systematic secondary-data review.

## Conceptual Background and Theoretical Framework

### • Employee Engagement

Employee engagement refers to the degree to which employees are emotionally, cognitively, and behaviorally invested in their work and organization. Engaged employees show enthusiasm and dedication while they participate in their work activities and organizational activities. Employees who work at their organization with engagement show a work-related attitude which drives them to perform extra tasks beyond their normal responsibilities. The current management literature shows that employee engagement develops through organizational practices which include supportive leadership and recognition programs and career development opportunities and a positive work environment. The practices create a sense of purpose for employees which enables them to establish links between their personal objectives and their organizational goals thus increasing their work output and dedication to their job.

### • Employee Well-Being

Employee well-being represents a multidimensional concept which includes physical health and psychological health and emotional health and social development aspects of an employee's professional existence. It extends beyond the absence of illness to include positive mental health and job satisfaction and work-life balance and overall quality of working life. In modern organizations employee well-being has become a key human resource outcome because it affects employee engagement and motivation and their performance over time. Organizations that establish well-being as their main priority through policies which support it and programs which engage employees will see a decrease in employee stress and burnout and absenteeism rates.

### • Organizational Effectiveness

Organizational effectiveness refers to the extent which an organization achieves its goals while using its resources in an efficient manner. The assessment of organizational performance relies on various indicators which include productivity and employee performance and organizational commitment and innovation and employee retention. Research shows that human factors have a major effect on organizational

effectiveness because employee engagement and employee well-being are essential elements. Employees who are engaged at work and experience high levels of well-being will display better productivity and organizational commitment which results in better organizational performance.

### • Theoretical Underpinning

Social Exchange Theory explains the connection between employee engagement and employee well-being and organizational effectiveness because it states that employees will respond to positive organizational practices with higher engagement and commitment. When organizations invest in employee well-being and engagement, employees respond through enhanced performance and loyalty. The Job Demands-Resources (JD-R) Model states that employees develop engagement when they receive job resources which include support and autonomy and development opportunities because these resources help them handle their work demands. The theories create a theoretical framework which shows the relations between different elements that the research investigates.

## Review of Literature

The existing literature proves that employee engagement serves as a crucial factor which decreases employee turnover intention throughout all types of organizations. The Indian service sector studies demonstrate that leadership-based employee engagement strategies serve as a crucial factor for maintaining employee retention rates. Transformational leadership increases employee engagement which creates higher job satisfaction and organizational commitment and psychological well-being to decrease turnover intention according to research findings (Popli & Rizvi, 2016; Jena et al., 2018). The studies demonstrate that organizations should develop their leaders as a strategic approach to maintain employee engagement while reducing voluntary workforce departures.

The research shows that organizations which create inclusive work environments and adopt employee engagement-focused HR practices experience decreased employee turnover rates. The Indian IT sector research demonstrates that workplaces which embrace inclusivity and organizations which practice diversity lead to increased employee engagement which results in lower employee turnover intentions (Gupta, 2022). Research demonstrates that organizations which implement work-life balance policies create an environment that enables employees to achieve better work-life balance which results in higher employee engagement and organizational support while decreasing turnover intention especially in high-pressure tech sectors (Jnaneswar, 2016; Rahman, 2020). The organizations use HRM practices which improve employee engagement through fair assessment methods and training programs and job security as retention strategies which succeed in both large and small organizations.

Several Indian studies further establish that psychological empowerment and the fulfillment of psychological contracts are crucial in reducing turnover intention through enhanced engagement. Research on IT professionals indicates that engaged employees who experience empowerment and trust exhibit lower turnover intentions, whereas violations of psychological contracts significantly increase the likelihood of employee attrition (Sandhya, 2019; Sandhya, 2024). Additionally, demographic-based studies in the Indian BPO sector reveal that younger employees and those with lower engagement levels are more prone to turnover, highlighting the need for targeted engagement strategies such as career development and recognition programs (Afroz, 2021).

International literature provides robust support for these findings through longitudinal and meta-analytic evidence. The Job Demands–Resources framework studies demonstrate that job resources which include autonomy and social support and learning opportunities, enable employees to maintain their work engagement throughout their employment, which results in decreased employee burnout and turnover intention (Lesener et al., 2020). Meta-analyses show that engagement and burnout develop through a reciprocal relationship because higher engagement leads to reduced burnout and turnover risk while burnout decreases upcoming engagement (Maricuțoiu et al., 2017).

Systematic reviews of engagement interventions show that leadership training and job resource enhancement and well-being initiatives lead to decreased turnover intention when organizations implement these processes as part of their strategic framework (Knight et al., 2017). The new research about work arrangements which have evolved over the past years shows how hybrid and remote work environments affect employee engagement which organizations currently need to maintain. Research shows that personal and job resources which include autonomy and technological support and social connectedness, help employees stay engaged at work while the flexible and remote work models create higher turnover intentions (Mäkikangas, 2022).

Moreover, cross-sector studies in the Indian manufacturing and service industries confirm that employee engagement mediates the relationship between job satisfaction and turnover intention, reinforcing the importance of manager-led engagement initiatives for employee retention (Yadav, 2024). Systematic reviews of Indian literature further consolidate these findings by identifying employee engagement, leadership support, work–life balance, and organizational support as the most influential factors in reducing turnover intention (Gupta et al., 2023).

### Objectives of the Study

- To examine major employee engagement practices adopted by organizations.
- To analyze the relationship between employee engagement and employee well-being.
- To study the influence of employee engagement on organizational effectiveness.

- To identify managerial implications based on existing research findings.

### Research Methodology

#### • Research Design

The present study adopts a descriptive and analytical research design, as it aims to systematically describe, analyze, and interpret existing knowledge on employee engagement practices and their influence on employee well-being and organizational effectiveness. The study is entirely based on secondary data, without the collection of primary responses, making it suitable for a conceptual and evidence-based review. This design enables the identification of patterns, relationships, and trends reported in prior empirical and theoretical studies.

#### • Sources of Data

The study relies exclusively on secondary sources of data collected from credible and scholarly platforms. The sources used in this research include peer-reviewed journals which cover Human Resource Management and Organizational Behavior and Management Studies and textbooks and books and edited volumes which contain information about employee engagement and employee well-being and organizational effectiveness.

#### • Method of Data Collection

The researchers gathered data by conducting a systematic review of available academic literature. The researchers used predefined keywords which included employee engagement employee well-being organizational effectiveness and turnover intention to find relevant studies. The researchers selected literature based on its research objectives and methodological quality and its ability to show how the main study variables connect with each other.

#### • Method of Analysis

The researchers conducted a content analysis and comparative analysis to examine the collected literature. The analysis revealed key concepts and engagement practices and outcome variables through content analysis while comparative analysis showed how study results from different studies matched each other. The method helped researchers discover recurring patterns and main themes and established connections between employee engagement and employee well-being and organizational effectiveness.

### Discussion of Findings

The systematic literature review established that employee engagement practices function as essential mechanisms which enhance both employee mental health and job satisfaction. Multiple studies established that psychological well-being increased when employees received supporting leadership and recognition with career development opportunities and work life balance programs. The research found that engaged employees experienced lower stress levels and emotional exhaustion and burnout while they reported higher job satisfaction and emotional

resilience. Employee engagement functions as a psychological resource which supports employees in managing their rising work demands and workplace stressors that occur with the current hybrid work model.

The research demonstrates that when employees achieve better well-being their work performance and productivity levels increase. Research conducted in both Indian and global organizational environments shows that engaged workers demonstrate increased discretionary effort and better task performance and higher dedication to their organizations. Organizations experienced lower recruitment expenses and training expenses and maintained institutional knowledge because engagement practices decreased employee absenteeism and turnover intention. The connection between employee engagement and organizational performance shows that human resource practices which focus on employee engagement create strategic advantages that lead to sustainable business results.

The reviewed studies produced consistent results which showed strong alignment across all sectors and geographical locations. Empirical studies, longitudinal research, and meta-analyses demonstrate that employee engagement and employee well-being and organizational effectiveness have positive relationships with each other. Theoretical frameworks such as Social Exchange Theory and the Job Demands–Resources model demonstrate how employees respond to organizational investment in engagement practices through better well-being and higher performance and continuous organizational commitment. The evidence from different studies demonstrates strong support for the relationships that researchers observed, while employee engagement emerges as an essential factor that influences both employee performance and organizational success.

## Conclusion

This study analyzed how employee engagement methods affected both employee well-being and organizational performance through a systematic review of existing literature. The results demonstrate that employee engagement methods which include supportive leadership and recognition and training and development and work-life balance programs lead to better employee mental health and job satisfaction and psychological health. The organization benefits from engaged employees who produce more work and achieve better job results and develop stronger ties to their organization while showing decreased desire to leave their job.

Multiple studies, meta-analyses, and theoretical frameworks provide consistent evidence which supports employee engagement as a strategic method that connects employee well-being with organizational performance. The study has a limitation because it depends on secondary data for its findings. Future research may address this limitation by conducting empirical and longitudinal studies across diverse sectors and organizational contexts. Research should investigate how hybrid work and

remote work models affect employee engagement and well-being.

## Acknowledgement

I would like to express my sincere gratitude to all scholars, researchers, and authors whose published work has been referred to in this study. Their valuable research provided the theoretical foundation and insights necessary for completing this paper. I am thankful to my institution for providing access to academic resources, journals, and library facilities.

I also extend my appreciation to colleagues and professionals in the field of Human Resource Management for their encouragement and constructive discussions. Finally, I am grateful to my family members for their constant support, patience, and motivation throughout the course of this work.

## Financial support and sponsorship

Nil.

## Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

## References:

1. Afroz, S. (2021). Demographic characteristics and turnover intention: A study in the Indian BPO sector. Prabandhan: Indian Journal of Management. <https://www.indianjournalofmanagement.com/index.php/pijom/article/view/157063>
2. Gupta, A. (2022). Mediating role of employee engagement on the effect of inclusion and perceived organizational diversity on turnover intention. In *Advances in human capital and organizational behavior* (IGI Global). <https://doi.org/10.4018/978-1-7998-XXXX-X.ch0>
3. Gupta, S. K., et al. (2023). A decade of trends in employee turnover intention in India: Systematic review and recommendations. *Indian HR* <https://doi.org/10.1177/23197145231158907>
4. Jena, L. K., Pradhan, S., & Panigrahy, N. P. (2018). Pursuit of organisational trust: Role of employee engagement, psychological well-being and transformational leadership. *Asia Pacific Management Review*, 23(3), 227–234. <https://doi.org/10.1016/j.apmr.2017.11.001>
5. Jnaneswar, K. (2016). Relationship between work–life balance, turnover intention, and organizational support for work–life balance: A study in the IT industry in Kerala. Prabandhan: *Indian Journal of Management*, 9(5). <https://doi.org/10.17010/pijom/2016/v9i5/92569>
6. Kim, H., Shin, K.-R., & Jung, H. (2021). A meta-analysis on predictors of turnover intention of hospital nurses. *International Journal of Nursing Studies*, 118, 103960. <https://doi.org/10.1016/j.ijnurstu.2021.103960>
7. Knight, C., Patterson, M., & Dawson, J. (2017). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of*



- Organizational Behavior, 38(6), 792–812.  
<https://doi.org/10.1002/job.2167>
8. Lesener, T., Gusy, B., Jochmann, A., & Wolter, C. (2020). The drivers of work engagement: A meta-analytic review of longitudinal evidence. *Work & Stress*, 34(3), 259–278.  
<https://doi.org/10.1080/02678373.2019.1686440>
  9. Maden, C. (2014). Impact of need–supplies fit and job involvement on turnover intention. *The International Journal of Human Resource Management*.  
<https://doi.org/10.1080/02642069.2014.939644>
  10. Mäkikangas, A. (2022). Work engagement and its antecedents in remote work. *Work & Stress*.  
<https://doi.org/10.1080/02678373.2022.2080777>
  11. Maricuțoiu, L. P., Sulea, C., & Iancu, A. (2017). Work engagement or burnout: Which comes first? A meta-analysis of longitudinal evidence. *Burnout Research*, 5, 1–12.  
<https://doi.org/10.1016/j.burn.2017.05.001>
  12. Ofei-Dodoo, S., et al. (2020). Work engagement, job satisfaction and turnover intentions among family medicine residency managers. *BMC Health Services Research*, 20, Article 588.  
<https://doi.org/10.1186/s12913-020-05588-8>
  13. Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review*, 17(4), 965–979.  
<https://doi.org/10.1177/0972150916645701>
  14. Rahman, H. M. M. (2020). Employee turnover intention through human resource management practices: A review. *International Research Journal of Management Studies*.
  15. Sandhya, S. (2019). An assessment of contribution of employee engagement, psychological contract and psychological empowerment towards turnover intentions of IT professionals. *International Journal of Electronic Workforce Engagement*.  
<https://doi.org/10.1504/IJEWE.2019.097186>
  16. Sandhya, K. S. (2024). Examining factors affecting employee turnover intention in small and mid-sized IT organisations. *Ushus Journal of Business Management*.  
<https://journals.christuniversity.in/index.php/ushus/article/view/5270>
  17. Schaufeli, W. B. (2017). Work engagement: Real or redundant? *Burnout Research*, 5, 1–2.  
<https://doi.org/10.1016/j.burn.2017.06.001>
  18. Srivastava, S. (2019). Impact of personality variables on employee engagement and turnover intentions. *International Journal of Workforce and Organizational Excellence*.  
<https://doi.org/10.1504/IJWOE.2019.104290>
  19. Thomas, S. E. (2024). Drivers of job engagement and mitigators of turnover intention: Evidence from Infopark, Kochi. *Review of Research Journals*.  
<https://rrjournals.com/index.php/rrijm/article/view/1155>
  20. Yadav, P. (2024). Engage to retain: The link between employee engagement, job satisfaction and turnover intention. *Interdisciplinary Journal*.

<https://www.gapinterdisciplinarity.org/res/articles>