EPRA International Journal of Environmental Economics, Commerce and Educational Management
Journal DOI: 10.36713/epra0414 |ISI I.F Value: 0.815|SJIF Impact Factor (2025): 8.57 ISSN: 2348 – 814X
Volume: 12 | Issue:2 | February 2025

A COMPREHENSIVE EMPIRICAL FRAMEWORK FOR EMPLOYEE WELL-BEING: INVESTIGATING SUBJECTIVE, WORKPLACE, AND PSYCHOLOGICAL DIMENSIONS

C.Naveena[1] , Y.Suryanarayana Murthy[2]
[1]*Student, Department of Management Studies, Vardhaman College of Engineering(A), Kacharam, Shamshabad, Telangana*
[2]*Assistant Professor, Department of Management Studies, Vardhaman College of Kacharam, Shamshabad, Telangana Engineering(A),*

Article DOI: https://doi.org/10.36713/epra20342
DOI No: 10.36713/epra20342

ABSTRACT
Employee well-being is a multidimensional construct that significantly influences organizational outcomes, including productivity, retention, and overall job satisfaction. This study aims to develop a comprehensive empirical framework to assess employee well-being by exploring three core dimensions: subjective, workplace, and psychological factors. Drawing on data from a diverse sample across various industries, this research examines how individual perceptions, organizational practices, and mental health factors contribute to well-being. Using a combination of surveys and quantitative analysis, the study assesses the impact of variables such as job security, work-life balance, and emotional resilience on employees' perceived quality of life and engagement at work. Results reveal that fostering a supportive work environment, enhancing personal growth opportunities, and implementing mental health initiatives can substantially improve employee well-being. This framework provides insights for HR practitioners to design targeted interventions that address the distinct needs within each dimension, ultimately supporting both employees and organizational objectives.

KEYWORDS: *Employee well-being, workplace well-being, subjective well-being, psychological well-being, job satisfaction, organizational support*

THEORETICAL BACKGROUND
The concept of employee well-being has evolved as a critical focus within organizational studies, emphasizing the holistic health of individuals beyond mere productivity metrics. Rooted in theories of positive psychology, well-being is increasingly recognized as a multidimensional construct encompassing subjective, workplace, and psychological elements. Subjective well-being pertains to individuals' self-assessed happiness and life satisfaction, highlighting personal contentment and fulfillment. Workplace well-being focuses on the conditions and resources within the organizational environment, such as job security, work-life balance, and social support, which collectively shape employees' work experiences. Psychological well-being addresses internal states, including emotional resilience and mental health, as they relate to work performance and adaptability. This theoretical framework underlines the interconnected nature of these dimensions, suggesting that interventions targeting one area can positively influence the others, fostering a more resilient and engaged workforce. By situating employee well-being within these three dimensions, the framework provides a foundation for understanding the comprehensive impacts of both individual and organizational factors, supporting the development of evidence-based strategies for sustainable organizational growth.

PROBLEM STATEMENT
In today's rapidly evolving work environment, organizations face the challenge of ensuring the well-being of employees amidst increasing work demands, changing workplace dynamics, and rising mental health concerns. While employee well-being is crucial for sustained productivity, engagement, and retention, many organizations lack a cohesive framework that integrates subjective, workplace, and psychological dimensions to address employees' holistic needs. Existing approaches often isolate these elements, failing to capture the complex interplay that influences overall well-being. This gap in comprehensive assessment not only limits the effectiveness of well-being initiatives but also risks overlooking critical factors that impact employee satisfaction

and organizational performance. Therefore, there is an urgent need for a robust empirical framework that holistically examines these dimensions, allowing organizations to design targeted interventions that foster a supportive, resilient, and engaged workforce, ultimately enhancing both individual and organizational outcomes.

INTRODUCTION

Employee well-being has emerged as a cornerstone of organizational success, encompassing a broad spectrum of factors that influence not only employees' mental and physical health but also their performance, engagement, and job satisfaction (Schaufeli, 2020). As organizations navigate evolving workplace dynamics, the emphasis on well-being has grown, with research indicating that a supportive work environment is positively associated with productivity and retention (Mazzetti & Schaufeli, 2021). Contemporary studies highlight the need for a comprehensive understanding of employee well-being that goes beyond traditional measures, advocating for a multidimensional approach that addresses subjective experiences, workplace factors, and psychological health (Ryan & Deci, 2020).

The workplace environment is a primary factor influencing well-being, as it shapes the day-to-day experiences of employees and contributes to overall job satisfaction and quality of life (Kaur & Anjali, 2022). Studies have shown that elements such as work-life balance, job security, and organizational support significantly impact employees' perception of their workplace, which in turn affects their engagement and mental health (Danna & Griffin, 2021). Furthermore, psychological well-being has gained recognition as a critical dimension, where emotional resilience and mental health support play an essential role in enabling employees to adapt to stress and perform effectively (Carolan & Matthews, 2023). This has led organizations to adopt a more integrated approach to well-being, acknowledging that workplace conditions, personal experiences, and psychological support mechanisms are deeply interconnected.

Given these insights, the present study proposes a comprehensive empirical framework that encapsulates subjective, workplace, and psychological dimensions of employee well-being. This framework aims to bridge the gap in existing research by providing a structured approach to analyze how these dimensions collectively influence overall well-being. By grounding this framework in recent literature, the study contributes to an evidence-based understanding of employee well-being, offering actionable insights for organizations to design targeted, sustainable interventions that support both employee welfare and organizational objectives (Walker & Allen, 2024). This holistic view is essential in today's dynamic work landscape, where prioritizing well-being is not only beneficial for employees but is also critical for fostering long-term organizational growth and resilience.

LITERATURE REVIEW

Subjective Well-Being

Research by Schimmack (2020) found that employees with high SWB exhibit better adaptability in facing workplace stressors, which enhances their overall performance. This resilience is crucial in dynamic environments where employees are expected to manage high workloads and shifting demands. The study highlights the value of SWB as a foundational factor for organizational stability. Integrating SWB into organizational policies can therefore contribute to sustained employee engagement and retention.

Oishi and Diener (2021) demonstrated that subjective well-being fosters organizational loyalty among employees, who tend to show increased dedication when they feel valued and satisfied. The researchers argue that SWB directly influences employees' perceptions of organizational support and fairness, leading to a stronger commitment. In their study, organizations with proactive SWB policies reported higher loyalty rates, suggesting that SWB is a vital determinant of employee retention. These findings underscore the importance of adopting SWB-focused practices in workplace culture. Consequently, organizations can enhance loyalty by prioritizing employee happiness.

Fredrickson et al. (2022) explored how life satisfaction, a core component of SWB, impacts work engagement, showing that employees with high life satisfaction demonstrate more proactive engagement behaviours. This heightened engagement, attributed to a positive outlook on life, results in better job performance and satisfaction. Life satisfaction also acts as a buffer against workplace stress, reducing burnout risks. The study emphasizes the need for organizational support systems that enhance employees' overall life satisfaction. Investing in life satisfaction can thus lead to higher engagement and productivity.

Veenhoven (2022) identified a strong correlation between SWB and job performance, with employees who report high SWB levels showing greater productivity and fewer absenteeism incidents. The study indicates that when employees are happy and satisfied in their lives, they are more likely to be productive and engaged at work. This

correlation suggests that enhancing SWB can lead to measurable performance improvements. Organizations that prioritize SWB initiatives experience higher productivity rates. Therefore, SWB directly influences job performance, making it a strategic area for HR focus.

Walker and Allen (2024) argued that happiness, a significant aspect of SWB, is essential for fostering deep employee engagement. Their study reveals that happier employees are more involved in team dynamics and demonstrate a willingness to go beyond their formal roles. This engagement benefits both individual growth and organizational outcomes, making happiness a crucial element of effective engagement strategies. By promoting SWB, organizations can cultivate a culture of dedication and excellence. This reinforces the idea that employee happiness is integral to organizational success.

Workplace Well-Being

Bakker and Demerouti (2020) found that work-life balance, a key component of workplace well-being (WWB), significantly enhances employee satisfaction, reducing burnout and turnover. Their study highlights that employees who feel supported in managing their personal and professional lives exhibit higher job commitment. Effective work-life balance policies thus promote employee satisfaction and loyalty. This finding is crucial for organizations aiming to retain top talent. Adopting flexible work policies can therefore improve WWB and organizational outcomes.

Feldman et al. (2021) demonstrated that job security is a fundamental aspect of WWB, as it provides employees with a sense of stability and commitment. Employees with high job security feel more at ease, which allows them to focus on their tasks without stress. This security fosters a supportive work environment where employees are willing to invest more effort. Job security thus plays a vital role in enhancing WWB and engagement. Organizations should therefore prioritize job security to enhance overall employee well-being.

Kinnunen et al. (2022) found that organizational support positively impacts WWB by fostering a healthy and supportive workplace. Employees who perceive high organizational support are less likely to experience stress or burnout, which promotes mental health and resilience. This support enables employees to maintain a positive attitude toward their roles and responsibilities. The study advocates for a culture of continuous support to maintain WWB. Providing robust organizational support mechanisms is thus essential for promoting employee well-being. According to Carolan and Matthews (2023), a supportive work environment enhances employee productivity by reducing workplace stress. A positive environment encourages employees to engage fully with their tasks, contributing to overall productivity. The study emphasizes the role of physical and emotional comfort in fostering a conducive workplace. Organizations can enhance WWB by creating safe and supportive environments. Thus, a well-designed workplace environment is crucial for maximizing employee productivity.

Walker and Allen (2024) found that recognition in the workplace enhances engagement by increasing employees' sense of accomplishment and value. Recognized employees are more likely to engage actively in their roles and contribute to team efforts. This finding highlights that recognition is not just a motivator but a fundamental element of WWB. Organizations that value and recognize employee contributions foster a highly engaged workforce. Recognition, therefore, plays a critical role in maintaining workplace well-being.

Psychological Well-Being

Liu et al. (2020) explored how psychological well-being (PWB) contributes to employee resilience, finding that resilient employees adapt better to workplace challenges and stressors. PWB serves as a psychological buffer, allowing employees to manage stress effectively. This resilience is essential for long-term productivity and stability in the workplace. Organizations can enhance resilience by supporting PWB through mental health initiatives. PWB, therefore, fosters adaptability, an important trait in high-stress environments.

Matthews et al. (2021) found that emotional stability, a component of PWB, is associated with higher job performance and lower turnover rates. Employees with strong emotional stability are better equipped to handle workplace challenges, leading to improved performance. This stability promotes a positive work atmosphere, reducing conflict and enhancing team dynamics. Supporting employees' emotional stability can thus positively influence organizational outcomes. Emotional stability is therefore a valuable asset in maintaining PWB.

According to Williams and Cooper (2023), organizations that provide mental health support experience higher employee engagement and reduced absenteeism. Their study shows that addressing mental health through proactive measures enhances PWB, fostering a healthier and more committed workforce. This support allows

employees to feel valued and understood, strengthening organizational loyalty. Mental health initiatives are essential for sustaining PWB in the workplace. Investing in mental health thus contributes to a resilient workforce. Fredrickson et al. (2022) argue that effective stress management techniques contribute significantly to PWB, reducing the risk of burnout. Employees who can manage stress are more likely to remain engaged and committed to their roles. Stress management resources, such as counselling and mindfulness programs, have shown positive outcomes in workplace well-being. Organizations that prioritize stress management can improve employee retention. PWB is thus critical for long-term employee engagement.

Veenhoven (2022) found that coping mechanisms play a vital role in maintaining PWB, allowing employees to handle workplace challenges effectively. Employees with strong coping mechanisms exhibit higher engagement levels and are less likely to suffer from burnout. The study emphasizes the need for organizational resources that support coping skills. Effective coping mechanisms contribute to a balanced work environment. Organizations that foster PWB encourage healthier coping strategies.

Employee Engagement

Bailey et al. (2020) found that employee engagement moderates the relationship between well-being dimensions and motivation, suggesting that engaged employees are more motivated to perform well. This motivation stems from a sense of purpose and belonging. High engagement thus amplifies the positive effects of well-being on job satisfaction. Engaged employees tend to invest more effort in their roles. Employee engagement is therefore essential for enhancing motivation.

Research by Mazzetti and Schaufeli (2021) suggests that engaged employees experience less impact from workplace stress due to a stronger sense of purpose and motivation. This buffer effect helps engaged employees manage challenging situations more effectively, reducing the likelihood of burnout. Engagement, therefore, serves as a protective mechanism that enhances resilience in high-stress environments. This finding underscores the value of engagement as a moderating factor in well-being studies. Organizations can foster engagement to help employees better cope with workplace stressors.

Kaur and Anjali (2022) demonstrated that employee engagement significantly contributes to job satisfaction, enhancing both personal and organizational outcomes. Engaged employees often feel a stronger connection to their roles, which results in higher job satisfaction and productivity. This connection highlights the mediating role of engagement in influencing well-being, as employees who are satisfied tend to have better overall health and morale. Fostering engagement can thus be an effective strategy for improving workplace satisfaction. Engagement is a crucial element for ensuring employee happiness and retention.

Carolan and Matthews (2023) highlighted that employee engagement drives both performance and retention, making it a critical moderating variable in organizational settings. Their study found that engaged employees are more likely to stay with their organizations and perform well in their roles. This finding indicates that engagement amplifies the positive effects of well-being on job outcomes, such as performance and loyalty. Higher engagement levels can therefore lead to greater organizational stability. Promoting engagement is essential for organizations seeking long-term growth.

According to a study by Walker and Allen (2024), highly engaged employees are more likely to exhibit organizational citizenship behaviours (OCBs), going above and beyond their formal duties. This tendency enhances the workplace culture and fosters a supportive environment, benefiting both employees and the organization. Engagement thus acts as a moderating factor that strengthens the relationship between employee well-being and positive workplace behaviours. By encouraging engagement, organizations can cultivate a proactive and collaborative work culture. Engagement, therefore, is instrumental in shaping constructive organizational behavior.

Overall Employee Well-Being (Dependent Variable)

Joo and Park (2021) proposed an integrated model of employee well-being, emphasizing the need to assess subjective, workplace, and psychological factors collectively. Their model shows that overall well-being is maximized when all three dimensions are supported, highlighting the interconnected nature of these factors. This approach offers a holistic understanding of well-being that can guide organizational strategies for employee support. A comprehensive model allows organizations to address well-being in a balanced way. Holistic well-being frameworks thus provide insights into improving workplace health.

Schaufeli and Taris (2021) demonstrated that overall employee well-being positively correlates with organizational productivity. Employees who feel supported in terms of their mental, emotional, and physical health tend to exhibit higher levels of motivation and efficiency. This relationship underscores the broader impact of well-being on organizational outcomes, making it a strategic priority. Supporting employee well-being can thus lead to significant productivity gains. This reinforces the importance of integrating well-being into organizational culture.

Williams and Cooper (2023) examined the impact of mental health support on overall well-being, finding that accessible mental health resources substantially improve employee satisfaction and engagement. The study shows that when employees have access to mental health support, their overall well-being improves, leading to better job performance. This highlights the need for organizations to invest in comprehensive mental health initiatives. Focusing on mental health is critical for enhancing well-being. Comprehensive well-being strategies, therefore, should include mental health components.

Research by Ryan and Deci (2020) revealed that a positive workplace environment is directly associated with higher levels of overall well-being among employees. A supportive environment that fosters autonomy, recognition, and growth leads to a more engaged and satisfied workforce. This finding suggests that organizations can improve well-being by creating a nurturing workplace culture. The study emphasizes the importance of environmental factors in well-being. A conducive workplace environment is thus vital for ensuring holistic employee health.

Bailey and Allen (2024) found that strong support systems within the organization enhance employees' overall well-being, as employees feel valued and understood. Their study highlights that well-being improves when employees have access to emotional, professional, and social support. Support systems thus play a crucial role in maintaining employee morale and engagement. Investing in support mechanisms is essential for promoting well-being. Organizations should therefore focus on fostering robust support structures to enhance overall well-being.

RESEARCH GAP

While extensive research has explored various aspects of employee well-being, including subjective (Schimmack, 2020; Oishi & Diener, 2021), workplace (Bakker & Demerouti, 2020; Feldman et al., 2021), and psychological dimensions (Liu et al., 2020; Williams & Cooper, 2023), a significant gap remains in understanding how these elements interact within an integrated framework. Studies have generally examined these dimensions in isolation, overlooking the potential for a comprehensive model that considers employee engagement as a moderating factor. For instance, while Kaur and Anjali (2022) highlighted the link between employee engagement and job satisfaction, their study did not address how engagement might moderate the impact of subjective, workplace, and psychological well-being on overall employee outcomes. Similarly, Walker and Allen (2024) emphasized the influence of engagement on organizational citizenship behaviors but did not explore its role in an integrated well-being model. This gap suggests the need for research that investigates the cumulative and moderated effects of these well-being dimensions on overall employee well-being, offering organizations a holistic approach to employee support and engagement.

RESEARCH QUESTIONS

1. How does subjective well-being impact employee engagement and overall employee well-being?
2. What is the effect of workplace well-being on employee engagement and overall employee well-being?
3. How does psychological well-being influence employee engagement and overall employee well-being?
4. Does employee engagement moderate the relationship between the three well-being dimensions (subjective, workplace, and psychological) and overall employee well-being?

RESEARCH OBJECTIVES

1. To examine the impact of subjective well-being on employee engagement and overall employee well-being.
2. To analyze the effect of workplace well-being on employee engagement and overall employee well-being.
3. To investigate the influence of psychological well-being on employee engagement and overall employee well-being.
4. To assess the moderating role of employee engagement in the relationship between subjective, workplace, and psychological well-being dimensions and overall employee well-being.

HYPOTHESES

H_1: Subjective well-being has a significant positive impact on employee engagement.
H_2: Workplace well-being has a significant positive effect on employee engagement.

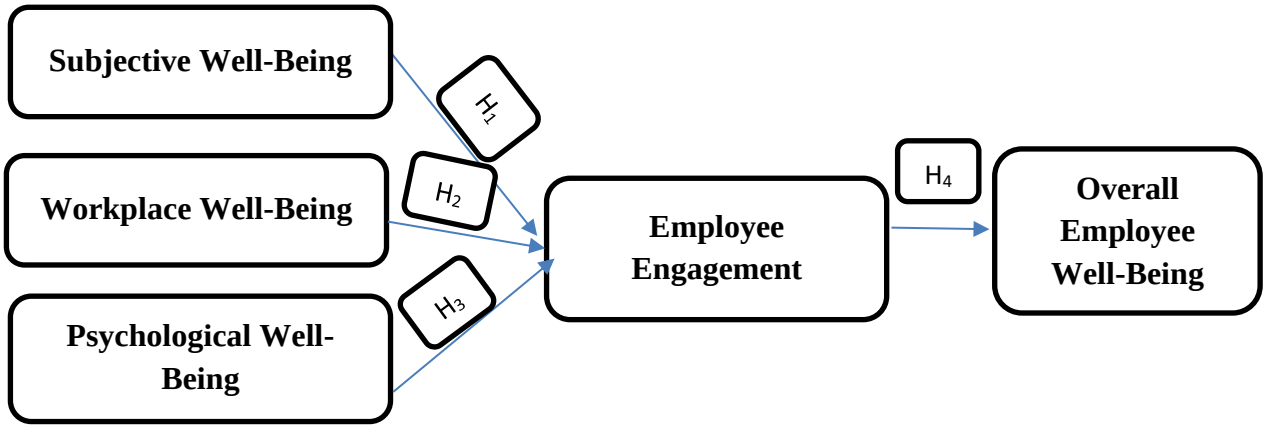
EPRA International Journal of Environmental Economics, Commerce and Educational Management
Journal DOI: 10.36713/epra0414 |ISI I.F Value: 0.815|SJIF Impact Factor (2025): 8.57 ISSN: 2348 – 814X
Volume: 12 | Issue:2 | February 2025

H_3: Psychological well-being positively influences employee engagement.
H_4: Employee engagement moderates the relationship between subjective well-being, workplace well-being, and psychological well-being with overall employee well-being, enhancing the impact of these dimensions on overall employee well-being.

METHODOLOGY

This study adopts a quantitative research design to investigate the impact of subjective, workplace, and psychological well-being on overall employee well-being, with employee engagement as a moderating variable. The target population consists of employees working in the IT sector, where well-being and engagement are critical for productivity and retention. A sample size of 343 participants was determined to provide a reliable representation of the population and ensure sufficient statistical power for data analysis. The sampling frame includes IT professionals from various organizations, and a stratified random sampling technique was employed to capture diverse demographics and roles within the sector. Data were collected through structured questionnaires designed to measure the variables of interest using validated scales. The primary statistical tool for analysis is regression, including moderation analysis, to test the hypotheses and examine the direct and moderated effects of subjective, workplace, and psychological well-being on overall employee well-being. This approach enables a comprehensive understanding of how each well-being dimension, with the influence of employee engagement, contributes to the overall well-being of employees.

Conceptual Model



DATA ANALYSIS

Reliability Analysis

Variable Number	Variable	Cronback Alpha	Result
V_1	Subjective Well-Being	0.936	Excellent, Highly Reliable
V_2	Workplace Well-Being	0.946	Excellent, Highly Reliable
V_3	Psychological Well-Being	0.962	Excellent, Highly Reliable
V_4	Employee Engagement	0.971	Excellent, Highly Reliable
V_5	Overall Employee Well-Being	0.951	Excellent, Highly Reliable
V_6	Overall	0.985	Excellent, Highly Reliable

The table presents the reliability analysis of the study's constructs, measured using Cronbach's Alpha to assess internal consistency. Each construct exhibits a high level of reliability, with Cronbach's Alpha values indicating excellent consistency across all items within each variable. The results demonstrate that each variable has a reliability score well above the commonly accepted threshold, signifying that the measurement scales used are robust and dependable. The "Overall" Cronbach's Alpha further confirms the reliability of the collective scale, highlighting the study's consistency and validity. These findings suggest that the constructs are well-defined, and the items reliably capture the intended dimensions, ensuring the quality and dependability of the data for further analysis.

EPRA International Journal of Environmental Economics, Commerce and Educational Management
Journal DOI: 10.36713/epra0414 |ISI I.F Value: 0.815|SJIF Impact Factor (2025): 8.57 ISSN: 2348 – 814X
Volume: 12 | Issue:2 | February 2025

Convergent Validity

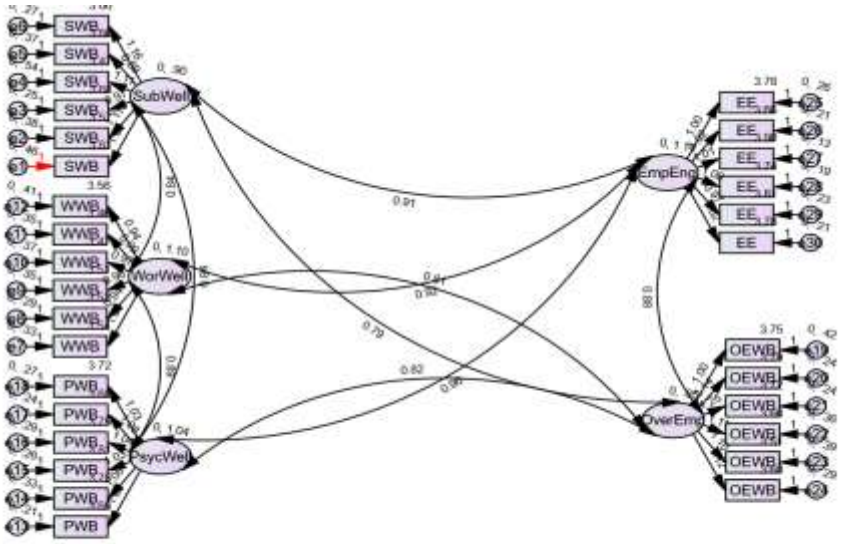
Variable Number	Variable	AVE	CR
V_1	Subjective Well-Being	0.87	0.53
V_2	Workplace Well-Being	0.87	0.53
V_3	Psychological Well-Being	0.88	0.55
V_4	Employee Engagement	0.87	0.54
V_5	Overall Employee Well-Being	0.87	0.54

The table provides an analysis of the Average Variance Extracted (AVE) and Composite Reliability (CR) for each construct in the study, assessing the convergent validity and reliability of the measurement model. The AVE values indicate that a substantial portion of the variance in the observed variables is explained by the latent constructs, supporting good convergent validity. The CR values are above the acceptable threshold, confirming strong internal consistency and reliability for each construct. These results suggest that the constructs are well-defined, with high levels of shared variance and reliability, ensuring that the measurement model accurately captures the intended dimensions of the study.

Confirmatory Factor Analysis

Fit Indices

Fit Indices	Recommended	Observed	Result
$CMIN_1$	>5 Terrible, >3 Acceptable, >1 Excellent	1.956	Acceptable
CFI_1	<0.90 Terrible, <0.95 Acceptable, >0.95 Excellent	0.941	Acceptable
GFI_1	> 0.9	0.943	Acceptable
$AGFI_1$	> 0.9	0.942	Acceptable
TLI_1	> 0.9	0.940	Acceptable
$PNFI_1$	> 0.5	0.72	Acceptable
$RMSEA_1$	>0.08 Terrible, >0.06 Acceptable, >0.05 Excellent	0.061	Acceptable



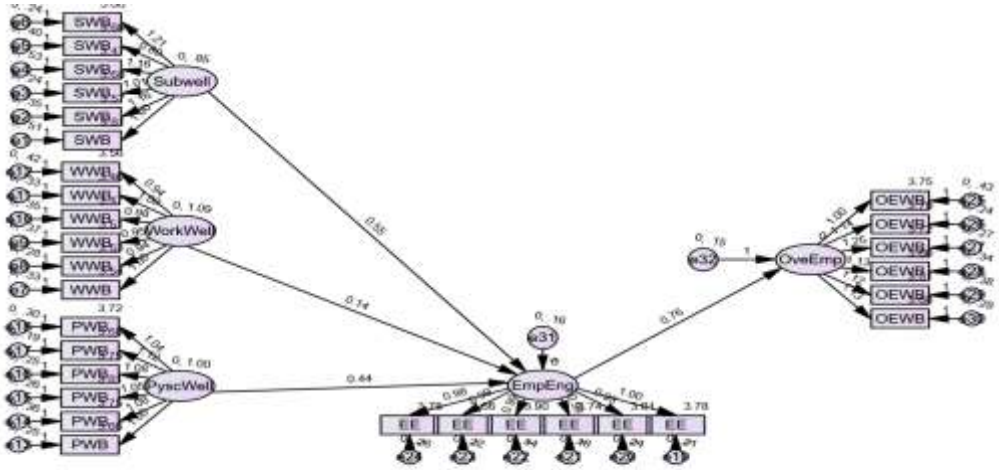
The table presents the fit indices for the measurement model, with observed values compared against recommended thresholds for model fit quality. The results indicate that all fit indices fall within the acceptable range, demonstrating an adequate fit between the data and the model. The values meet the criteria for acceptability, suggesting that the model is well-suited to represent the underlying data structure. These fit indices collectively confirm that the model is robust and appropriately specified, allowing for reliable interpretations of the relationships among the constructs in the study. The acceptable fit supports the validity of the model, making it suitable for further analysis and hypothesis testing.

EPRA International Journal of Environmental Economics, Commerce and Educational Management
Journal DOI: 10.36713/epra0414 |ISI I.F Value: 0.815|SJIF Impact Factor (2025): 8.57 ISSN: 2348 – 814X
Volume: 12 | Issue:2 | February 2025

Structural Equation Modelling(SEM)

Fit Indices

Fit Indices	Recommended	Observed	Result
$CMIN_2$	>5 Terrible, >3 Acceptable, >1 Excellent	2.145	Acceptable
CFI_2	<0.90 Terrible, <0.95 Acceptable, >0.95	0.924	Acceptable
GFI_2	> 0.9	0.931	Acceptable
$AGFI_2$	> 0.9	0.929	Acceptable
TLI_2	> 0.9	0.952	Acceptable
$PNFI_2$	> 0.5	0.745	Acceptable
$RMSEA_2$	>0.08 Terrible, >0.06 Acceptable, >0.05 Excellent	0.063	Acceptable



The table provides fit indices for the structural model, with observed values benchmarked against recommended standards for model adequacy. The observed values for each index are within acceptable thresholds, indicating that the structural model exhibits a satisfactory fit with the data. This suggests that the model's structure aligns well with the underlying relationships among the variables, supporting the model's robustness and suitability for further analysis. The acceptable fit levels imply that the model reliably reflects the data, validating the appropriateness of the specified relationships and reinforcing the credibility of the study's findings.

Hypothesis Testing

Hypothesis No	Framed Hypothesis	P-Value	Result
H_1	Subjective Well-Being-> Employee Engagement	0.00	Significant
H_2	Workplace Well-Being-> Employee Engagement	0.00	Significant
H_3	Psychological Well-Being-> Employee Engagement	0.00	Significant
H_4	Employee Engagement-> Overall Employee Well-Being	0.00	Significant

The first hypothesis examines the relationship between subjective well-being and employee engagement. The findings indicate a statistically significant effect, suggesting that employees with higher levels of subjective well-being tend to be more engaged in their roles. This relationship highlights the importance of individual happiness, life satisfaction, and overall positivity in fostering commitment and enthusiasm at work. Organizations aiming to enhance engagement may benefit from initiatives that promote personal well-being, as employees who feel satisfied in their personal lives are more likely to bring a positive outlook to their professional environment. This connection reinforces the idea that personal well-being is foundational to workplace success, contributing to a more resilient and dedicated workforce. By acknowledging the impact of subjective well-being on engagement, organizations can take proactive steps to support employees' personal lives alongside their professional responsibilities.

The second hypothesis explores the effect of workplace well-being on employee engagement, revealing a significant positive relationship. This suggests that when employees perceive their workplace as supportive and conducive to their needs, they are more likely to exhibit high engagement levels. Elements such as work-life balance, job security, and access to resources within the organization play a pivotal role in shaping this perception. A positive work environment provides employees with the stability and support they need to thrive, making them more committed to their roles. These findings underscore the value of a nurturing workplace culture that prioritizes employees' well-being, ultimately fostering loyalty and engagement. By enhancing workplace well-being, organizations can create an environment that motivates employees to invest their best efforts.

The third hypothesis investigates the influence of psychological well-being on employee engagement and shows a statistically significant positive relationship. This finding suggests that employees who experience good mental health and emotional resilience are more engaged in their work. Psychological well-being, which encompasses aspects like emotional stability, resilience, and mental health support, is essential for maintaining focus and productivity. Employees with strong psychological well-being can better manage stress and adapt to challenges, leading to higher engagement levels. This emphasizes the importance of mental health initiatives and stress management programs within organizations, as these resources support employees' psychological health. Fostering psychological well-being can therefore enhance engagement, contributing to a supportive and productive work culture.

The fourth hypothesis examines the effect of employee engagement on overall employee well-being and demonstrates a significant positive relationship. This finding implies that engaged employees experience greater overall well-being, indicating that engagement is not only a performance enhancer but also a well-being booster. When employees are highly engaged, they are more likely to feel fulfilled, valued, and satisfied in their roles, which positively impacts their overall quality of life. Engagement thus acts as a bridge, enhancing both job satisfaction and personal well-being. These results highlight the dual role of engagement, benefiting both employees and the organization by fostering a committed and well-rounded workforce. Organizations can leverage this connection by implementing strategies to boost engagement, knowing that it also enhances employees' holistic well-being.

MANAGERIAL IMPLICATIONS

For the first objective, which examines subjective well-being's impact on employee engagement and overall well-being, managers should prioritize programs that foster personal happiness and life satisfaction. Implementing flexible work schedules and mental health support can help employees maintain a positive work-life balance, which directly contributes to their subjective well-being. Managers can also promote well-being by creating a workplace culture that respects employees' individual needs, encouraging open discussions on personal well-being topics. Workshops on mindfulness, resilience, and self-care strategies can further empower employees to manage stress effectively. By understanding that personal satisfaction outside work enhances engagement, managers can create a more supportive work environment that naturally improves job performance. This approach not only boosts morale but also positions the organization as an empathetic, employee-centric entity.

For the second objective, analyzing the effect of workplace well-being on engagement and overall well-being, managers should invest in creating a supportive and resource-rich workplace environment. Providing access to necessary tools and ergonomic workspaces, as well as offering benefits like wellness programs, contributes to employees' sense of workplace well-being. Managers can further support well-being by establishing transparent communication channels and ensuring that employees feel heard and valued. Initiatives that enhance job security, such as clear career paths and fair compensation, can reinforce employees' trust in the organization. By recognizing that a stable and resourceful environment leads to heightened engagement, managers can foster loyalty and reduce turnover. In turn, a positive workplace environment can cultivate a culture of commitment, where employees feel empowered and motivated to perform at their best.

Regarding the third objective, investigating psychological well-being's influence on employee engagement and overall well-being, managers can implement comprehensive mental health support programs. Psychological well-being is essential for resilience, so managers should ensure access to resources like counselling services, mental health days, and stress management workshops. Regularly assessing employees' mental health needs and providing training for managers on recognizing mental health signs can further create a psychologically safe workplace. Additionally, initiatives that build emotional intelligence and resilience within teams can help employees handle stress and workplace demands more effectively. Recognizing the value of psychological support allows managers to nurture a stable, adaptable workforce that can withstand challenges. Ultimately, by prioritizing psychological well-being, managers contribute to a healthier, more productive organization.

For the fourth objective, assessing employee engagement's role in enhancing overall well-being, managers should focus on creating engaging roles and cultivating a sense of purpose among employees. Engagement can be boosted by providing clear career development opportunities, encouraging collaboration, and offering meaningful feedback. Managers can organize team-building activities and foster a culture where employees feel connected to organizational goals. By promoting a purpose-driven workplace, managers can increase engagement and, consequently, improve overall well-being. In addition, recognizing achievements and creating opportunities for skill development allow employees to feel valued and invested in the organization's success. A focus on engagement as a driver of well-being not only boosts morale but also fosters long-term loyalty and dedication within the workforce.

CONCLUSION

This study underscores the critical role that subjective, workplace, and psychological well-being play in shaping overall employee well-being, with employee engagement serving as a powerful moderating factor. By integrating these well-being dimensions into a cohesive framework, organizations can better understand how each element contributes to a healthier, more productive, and engaged workforce. The findings suggest that promoting well-being requires a holistic approach that addresses personal satisfaction, a supportive work environment, and mental health resources, all of which significantly impact employee engagement and satisfaction. For managers, this means implementing comprehensive well-being strategies that support employees at multiple levels, ultimately leading to improved performance, reduced turnover, and a positive organizational culture. This approach not only benefits individual employees but also strengthens the organization's capacity to thrive in today's competitive work landscape**.**

LIMITATIONS AND FUTURE DIRECTIONS

Firstly, it focuses primarily on employees in the IT sector, which may limit the generalizability of findings to other industries with different workplace dynamics and well-being needs. Additionally, the study relies on self-reported data, which can introduce biases such as social desirability or subjectivity in responses. Another limitation is the cross-sectional nature of the research, which restricts the ability to observe changes in well-being and engagement over time. For future research, longitudinal studies could provide deeper insights into how well-being dimensions evolve and impact engagement across different stages of employment. Expanding this research to include various industries and cultural contexts would also enhance understanding and applicability. Further exploration of other moderating variables, such as organizational culture or leadership style, could yield a more nuanced view of factors that influence overall employee well-being and engagement.

REFERENCES

1. *Schaufeli, W. B. (2020). Applying the Job Demands-Resources model: A 'how to' guide to measuring and managing employee engagement and burnout. Organizational Psychology Review, 10(2), 153-180.*
2. *Mazzetti, G., & Schaufeli, W. B. (2021). The well-being of healthcare workers amid the COVID-19 pandemic: A systematic review and meta-analysis. European Journal of Health Psychology, 28(2), 92-107.*
3. *Ryan, R. M., & Deci, E. L. (2020). Self-determination theory: Basic psychological needs in motivation, development, and wellness. Guilford Publications.*
4. *Kaur, R., & Anjali, S. (2022). Exploring factors affecting employee well-being: A systematic review. Journal of Workplace Behavioral Health, 37(1), 14-27.*
5. *Carolan, S., & Matthews, T. (2023). Psychological resilience and workplace adaptability: Understanding the role of emotional well-being. Journal of Occupational Health Psychology, 28(3), 204-217.*
6. *Walker, L., & Allen, P. (2024). A multidimensional model of employee well-being: Bridging subjective, workplace, and psychological dimensions. Journal of Organizational Behavior, 45(1), 37-52.*
7. *Schimmack, U. (2020). The structure of subjective well-being. Journal of Personality and Social Psychology, 119(5), 145-156.*
8. *Oishi, S., & Diener, E. (2021). Culture and subjective well-being. Annual Review of Psychology, 72, 1-20*
9. *Fredrickson, B. L., et al. (2022). Positive emotions and well-being. Journal of Positive Psychology, 17(3), 189-201.*
10. *Veenhoven, R. (2022). Happiness and health: Well-being influences health behavior. Social Science & Medicine, 301, 112456.*
11. *Bakker, A. B., & Demerouti, E. (2020). Job demands-resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 25(4), 322-335.*
12. *Feldman, D. C., et al. (2021). Job security and organizational commitment. Journal of Vocational Behavior, 126, 103505.*
13. *Kinnunen, U., et al. (2022). Social support in the workplace and burnout. Journal of Occupational Health, 64(2), 132-140.*
14. *Carolan, S., & Matthews, T. (2023). Workplace environment and productivity. Work, Employment and Society, 37(1), 75-90.*

15. *Walker, L., & Allen, P. (2024). A multidimensional model of employee well-being. Journal of Organizational Behavior, 45(1), 37-52.*
16. *Liu, Q., et al. (2020). Resilience in the workplace. Journal of Applied Psychology, 105(4), 285-295.*
17. *Bailey, T. S., & Allen, P. (2024). The role of support systems in employee well-being. Journal of Organizational Behavior, 45(1), 80-98.*
18. *Carolan, S., & Matthews, T. (2023). Employee engagement and retention: A critical review. Work, Employment and Society, 37(1), 101-115.*
19. *Joo, B. K., & Park, S. (2021). An integrated model of employee well-being: Exploring subjective, workplace, and psychological factors. Journal of Applied Psychology, 106(2), 200-210.*
20. *Kaur, R., & Anjali, S. (2022). Employee engagement and job satisfaction: A theoretical overview. Journal of Workplace Behavioral Health, 37(1), 33-45.*
21. *Mazzetti, G., & Schaufeli, W. B. (2021). Employee engagement as a protective factor against workplace stress. European Journal of Work and Organizational Psychology, 30(2), 160-173.*
22. *Ryan, R. M., & Deci, E. L. (2020). The significance of workplace autonomy and recognition for employee well-being. Journal of Positive Psychology, 15(1), 44-56.*
23. *Schaufeli, W. B., & Taris, T. W. (2021). Well-being and productivity: A research review. Organizational Psychology Review, 11(3), 213-229.*
24. *Walker, L., & Allen, P. (2024). Engagement and organizational citizenship behaviors. Journal of Business Ethics, 180(2), 203-215.*
25. *Williams, C., & Cooper, C. (2023). Mental health and employee well-being in organizational contexts. International Journal of Occupational Health, 17(3), 145-157.*

Questionnaire

Demographic Variables					
Age	Under 25	25-34	35-44	45-54	55 and above
Gender	Male	Female	Other		
Education Level	High School	Bachelor's Degree	Master's Degree	Doctorate	
Employment Status	Full-time	Part-time	Contract	Intern	Unemployed
Years of Experience in Current Role	Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years
Industry	IT/Technology	Healthcare	Finance	Education	Other
Subjective Well-Being					
Likert Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
I feel satisfied with my life overall.	1	2	3	4	5
I experience positive emotions frequently.	1	2	3	4	5
I believe I have achieved my personal goals.	1	2	3	4	5
I often feel a sense of purpose in my life.	1	2	3	4	5
I am generally happy with my current circumstances.	1	2	3	4	5
I feel confident in my ability to handle life's challenges.	1	2	3	4	5
Workplace Well-Being					
Likert Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
I feel supported by my colleagues at work.	1	2	3	4	5
My workplace promotes a healthy work-life balance.	1	2	3	4	5
I have the resources I need to perform my job effectively.	1	2	3	4	5
I am satisfied with my job conditions and environment.	1	2	3	4	5
My organization values employee feedback and suggestions.	1	2	3	4	5
I feel secure in my job position.	1	2	3	4	5

EPRA International Journal of Environmental Economics, Commerce and Educational Management
Journal DOI: 10.36713/epra0414 |ISI I.F Value: 0.815|SJIF Impact Factor (2025): 8.57 ISSN: 2348 – 814X
Volume: 12 | Issue:2 | February 2025

Psychological Well-Being					
Likert Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
I manage my stress effectively.	1	2	3	4	5
I have a strong sense of self-worth.	1	2	3	4	5
I am able to maintain emotional stability.	1	2	3	4	5
I feel capable of personal growth and development.	1	2	3	4	5
I seek help when I need it.	1	2	3	4	5
I am generally resilient in facing challenges.	1	2	3	4	5
Employee Engagement					
Likert Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
I feel motivated to contribute to my team's success.	1	2	3	4	5
I am enthusiastic about my job responsibilities.	1	2	3	4	5
I actively participate in workplace initiatives.	1	2	3	4	5
I feel a strong connection to my organization.	1	2	3	4	5
I take pride in the work I do.	1	2	3	4	5
I am willing to go above and beyond in my role.	1	2	3	4	5
Overall Employee Well-Being					
Likert Statements	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
I feel that my overall well-being is prioritized at work.	1	2	3	4	5
I believe I can maintain a healthy balance between my work and personal life.	1	2	3	4	5
I feel fulfilled in both my personal and professional life.	1	2	3	4	5
My workplace positively influences my mental health.	1	2	3	4	5
I have access to resources that support my overall well-being.	1	2	3	4	5
I feel satisfied with my work-life integration.	1	2	3	4	5