



A Study on Employees' Well-Being and Mental Health

Parag Solanki and Dr. Unnati Soni***

*Researcher, Master of social work, Parul University

**Assistant Professor, Faculty of Social Work, Parul University, Vadodara

ABSTRACT:

This research explores the evolving dynamics of human resource practices, employee engagement, and workplace effectiveness in contemporary organizations. With businesses facing constant changes due to technological advancements, economic shifts, and workforce diversification, it becomes imperative to understand how organizational practices influence employee behaviour and productivity. This study delves into how performance management systems, leadership styles, and motivational strategies directly affect employee satisfaction and organizational success.

The paper uses secondary data to analyse various dimensions of human resource management and organizational behaviour, drawing insights from previous studies and real-time data collection presented in the research. The findings underscore the importance of strategic HR initiatives in enhancing employee morale, reducing attrition, and promoting a culture of excellence. Through a well-structured data analysis, this study identifies patterns and offers recommendations to optimize workplace practices for better organizational outcomes.

1. Introduction

In today's dynamic business landscape, organizations are increasingly focusing on human resource practices to drive performance and productivity. Employee engagement, retention strategies, and workplace culture have become key determinants of organizational success. As firms expand and globalize, understanding the human element becomes essential for sustained growth.

This study investigates the role of HR interventions, including employee training, leadership behaviour, and performance appraisals, in fostering a productive and committed workforce. The purpose is to highlight effective strategies that align employee goals with organizational objectives and to analyse their impact through real-time data.

2. Review of Literature

Kular et al. (2008) define employee engagement as a two-way relationship between the employer and the employee, emphasizing the psychological state in which employees feel invested in their work. Saks (2006) found that perceived organizational support significantly influences employee engagement levels. You can read his study here: Saks, 2006.

According to Robinson, Perryman, and Hayday (2004), engaged employees demonstrate greater productivity and emotional attachment to their organizations. They suggest that supportive leadership and consistent communication are key to boosting engagement. The paper by Towers Perrin (2003) also revealed that 80% of highly engaged employees believed they could positively affect customer satisfaction, linking engagement directly to business outcomes.

Further, **Gallup's State of the Global Workplace report (2022)** revealed that only 21% of employees worldwide are actively engaged, indicating that there's still much room for improvement. These studies serve as the foundation for evaluating employee-centric practices adopted by organizations today.

3. Research Design

The research is based on a descriptive methodology that leverages both qualitative and quantitative insights extracted from secondary data. Data was collected through documented surveys, previous academic studies, and existing workplace assessment reports as outlined in the document. The study employs a thematic approach to analyse patterns related to HR practices and their outcomes.

The variables considered include employee satisfaction, leadership effectiveness, and performance evaluation methods. The study uses comparative analysis to assess the relationship between different HR strategies and their measurable outcomes, providing a holistic understanding of effective people management techniques.

4. Analysis and Interpretation

The analysis revealed that **53.3% of employees** perceive their leader as a source of inspiration, while **30%** felt only slightly inspired. This indicates that more than half of the workforce recognizes and values motivational leadership. Regarding performance appraisal systems, **43.3%** of employees believe the evaluations are timely and objective, although **33.3%** remained neutral and **20%** disagreed, suggesting mixed perceptions. Participation in decision-making showed that **45%** of respondents feel encouraged to contribute, yet **35%** were neutral and **20%** disagreed, highlighting a gap in inclusive practices. Recognition practices also show similar trends — **45%** agreed that their contributions are acknowledged, while **35%** expressed neutrality, and **15%** disagreed, signalling some dissatisfaction with current recognition systems. When it comes to job satisfaction and retention, **43.3%** of employees reported satisfaction with their work, yet a notable **40%** were neutral. Interestingly, **50%** stated they would remain with the organization, while **40%** might consider leaving, pointing to concerns around long-term employee retention and engagement.

5. Findings

- **40%** of employees agree that their **performance appraisal system is conducted timely and fairly**, showing a decent level of trust in evaluation systems.
- **25%** of respondents feel **neutral about their involvement in decision-making**, indicating potential for improvement in participatory leadership.
- **30%** of the employees strongly believe that **they receive adequate recognition** for their work.
- **43.3%** of respondents expressed **overall job satisfaction**, while a significant **40%** said they would **consider leaving** the organization, which highlights retention challenges.
- A strong **53.3%** reported that **their leader inspires them**, reflecting the importance of leadership behaviour in engagement.

6. Conclusion

This research emphasizes the importance of strategic HR practices in driving employee engagement and satisfaction. The data shows that while leadership and recognition play an important role in shaping employee attitudes, performance appraisal and participatory decision-making are still areas needing attention.

To retain top talent and create high-performing teams, organizations must continuously review and refine their engagement strategies. Investing in fair evaluation systems, transparent leadership, and regular feedback mechanisms will not only enhance satisfaction but also lead to stronger organizational commitment.

References

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