

Relationship between Employee Well - being and Organisational Success

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Abstract

Employee well-being has become a critical focus especially with the increasing prevalence of mental health challenges in the workplace. Increased productivity, reduced absenteeism, and enhanced job satisfaction are clear outcomes of prioritizing employee well-being. This article explored the relationship between employee well-being and organizational success, importance of employee well-being for productivity, the rising concern of mental health issues, and how HR can implement policies to address these challenges. The article highlights strategies such as Employee Assistance Programs (EAPs), flexible work arrangements, mental health counselling and physical wellness programs. Additionally, it emphasized the importance of leadership involvement, training, and creating a culture of well-being to support employees holistically. In this, Human resource department of an organization can play an important role to create balanced, and healthy work environment by adopting and measuring the success of these initiatives for promoting and ensuring the individual and organizational success both.

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Introduction

Employee well-being encompasses a multidimensional approach that integrates physical, mental, and emotional health, which are essential for creating a productive and supportive work environment. Physical well-being involves maintaining optimal health through activities like regular exercise, balanced nutrition, and access to healthcare. Workplaces that encourage physical health through fitness programs, health screenings, and ergonomic work conditions not only support the physical health of their employees but also enhance overall productivity and job performance. Mental well-being plays an important role in employee productivity at it pertains to the individual's ability to manage stress, maintain focus, and balance personal and professional responsibilities. Research also demonstrates that unmanaged stress, anxiety, and depression can detrimentally affect work performance, leading to burnout and disengagement. HR strategies such as Employee Assistance Programs (EAPs), mental health counselling, and flexible work arrangements have proven to be effective in reducing stress and improving mental resilience. In today's competitive business landscape, organizations are increasingly recognizing the undeniable connection between employee well-being and organizational performance. It is a strategic investment which can lead to significant benefits for the bottom line.

Understanding Employee Well-being

Employee well-being is a multifaceted concept encompassing physical, emotional, social, and financial health. A healthy employee is physically fit, emotionally well adjusted, socially connected and financially secure.

- Physically fit means having the stamina and energy to execute job obligations efficiently.
- Emotionally well-adjusted means ability to manage tension and stress, preserve motivation, and demonstrate resilience.
- Socially connected means having positive relationships with colleagues, fostering and nurturing a sense of belongingness with the organisation.
- Financially secure means free from substantial financial uncertainties which can affect their work performance.

Literature review

Harter et al. (2003) highlighted the significant impact of physical well-being initiatives, noting that companies are experiencing reduced absenteeism and improved employee engagement by promoting healthy habits and physical activities which also leads to increased organizational performance. Quick et al. (2003) emphasized the necessity of mental health interventions, and showed that organizations which prioritized mental well-being not only benefit from a more focused and energized workforce but also see a reduction in mental health-related absences and turnover. This study also considered emotional well-being which addressed how employees feel about themselves, their roles, and their interactions within the workplace. Emotional health, characterized by resilience, positive self-esteem, and a sense of belonging, is critical for fostering employee satisfaction and retention. Danna and Griffin (1999) demonstrated that organizations which invest in supportive workplace cultures, recognition programs, and leadership initiatives see increased emotional engagement among employees. These emotional support systems help to build trust and loyalty within the workforce, leading to lower turnover rates and higher levels of job satisfaction. Emotional well-being is also closely tied to improved collaboration and communication, as emotionally healthy employees tend to form stronger relationships with their colleagues and contribute to a positive organizational culture. Integrating physical, mental, and emotional well-being into a comprehensive workplace strategy is essential for fostering a healthy, engaged, and productive workforce. Focusing on employee well-being not only reduces health-related issues and absenteeism but also enhances job satisfaction and retention, which ultimately benefits organizational performance as a whole (Rath & Harter, 2010). Prioritizing employee well-being has become a strategic imperative for modern HR departments, as organizations increasingly recognize the correlation between well-being and long-term business success.

Research method

This study adopts a qualitative and theoretical research design to enable a systematic and comprehensive examination of existing knowledge and conceptual understanding. The purpose of this study is to explore the relationship between employee well-being and organizational success, examine the impact of employee well-being on organization performance, analyze the Wellness Initiatives with Impact on Employees and Organisation, identify the associated challenges, mental health issues, and HR policies to address these challenges. This study completely relies on secondary data collected from academic and professional sources such as journal articles, book chapters, research reports and policy documents etc. for

theoretical analysis of employee well-being strategies. The data collection was done by reviewing, categorizing and comparing the literature according to major themes and then constructed an integrated theoretical framework to explain the relationship of employees' well-being with organizational success. The findings of this study are limited to conceptual analysis and interpretation of existing literature and do not establish any casual relationship through statistical testing. This study only contributes in theory building and provides direction for future research.

Impact of Employee Well-Being on Organizational Performance

Numerous studies have documented the positive correlation between employee well-being and organizational performance. Here are some key findings:

Increased Productivity: A study by RAND Europe found that well-being programs can lead to an increase in productivity up to 12%.

Reduced Absenteeism: A study by Cigna found that comprehensive wellness programs can reduce absenteeism by up to 27%.

Improved Retention: A study by The Ken Blanchard Companies found that organizations with strong well-being programs experience employee turnover rates that are 50% lower than average.

The Multifaceted Well-being Advantage:

Employee well-being is a holistic concept encompassing physical, emotional, social, and financial health. When these aspects are nurtured, employees experience a positive ripple effect that impacts their work performance in several ways:

- **Enhancement in Efficiency:** Healthy workforce have more energy, resilience, stamina and better ability to concentrate which leads to increased productivity and improved quality of work.
- **Reduction in Absenteeism:** Appreciated and motivated workforce is less likely to miss work due to stress, illness, or burnout. This translates to lower absenteeism costs and a more reliable workforce.
- **Improvement in Creativity and Innovation:** A well-rested and involved workforce is more likely to be imaginative and come up with innovative solutions to problems.
- **Improvement in Employee Engagement:** Valued employees are more likely to be involved in their work, take title of their responsibilities, and go the extra mile.
- **Higher Customer Satisfaction:** Motivated and happy workforce tend to provide better customer service, leading to higher customer satisfaction and loyalty.

Consequences of a Disengaged Workforce

Organizations with a disengaged and unhealthy workforce often face significant challenges:

- **Decreased Productivity:** Employees experiencing physical or mental health issues may struggle to focus, leading to lower productivity and output.
- **Increased Absenteeism:** Employees dealing with stress, burnout, or health problems may miss more workdays, impacting team continuity and project timelines.

- **High Employee Turnover:** Underrated and disconnected employees are more likely to search for employment elsewhere, resulting in high turnover costs associated with recruitment and training.

Implications for Organizational Performance

The well-being of organizational employees isn't just about keeping them happy; it's about boosting organization's bottom line. Research shows a clear link between employee well-being and key performance indicators. Happy and healthy workforce are more creative and productive, miss less workdays, more expected to stick around, and as a result save organisation's money on recruitment and training. They're also more creative, innovative, and provide better customer service, leading to a competitive edge and increased customer satisfaction. By investing in employees' well-being initiatives organisations are not just doing the right thing for their workforce, but also making a smart financial decision for organizations' overall performance.

Challenges - "Hardships in Cultivating Employee Well-being"

While the benefits of employee well-being are undeniable, implementing and sustaining effective programs present several challenges:

- **Cost and Resource Constraints:** Developing and maintaining well-being initiatives require resources, including financial investment and personnel time. For smaller organizations, budget limitations can be a significant hurdle.
- **Lack of Leadership:** Without strong leadership support, well-being initiatives may be seen as unessential initiatives having burden on organization's cost structure.
- **Employee Participation:** Encouraging consistent employee participation in well-being programs can be difficult. Employees may be skeptical of the programs' effectiveness, have competing work demands, or simply not be interested in certain offerings.
- **Measuring Effectiveness:** Demonstrating the return on investment (ROI) of well-being programs can be challenging. The Right metrics need to be identified and tracked over time by the organisations to show the programs' effect on performance.
- **One-Size-Fits-All Approach:** Needs and preferences of employees significantly varies. Offering generic programs that don't cater to diverse needs may fail to resonate with a significant portion of the workforce.
- **Remote Work Challenges:** The rise of remote work presents unique challenges for workforce well-being. Combating social isolation, ensuring a healthy work-life balance, and promoting well-being in a non-traditional work environment require innovative solutions.
- **Work Culture and Stigma:** In some work cultures, prioritizing workforce well-being may be seen as a sign of weakness. Organizations need to address latent stigma for mental health issues and form a safe space for their workforce to seek out help.

Overcoming these Challenges requires a Comprehensive Approach that involves

- **Safeguarding leadership commitment:** It is crucial to highlight the Return on investment (ROI) of well-being programs and their alignment with organizational goals.

- **Tailoring programs to diverse needs:** Offering a variety of options to cater to different preferences and age groups.
- **Promoting participation:** Utilizing effective communication strategies and creating a culture of well-being within the organization.
- **Tracking and evaluating:** Regularly monitoring program effectiveness and making adjustments based on data and employee feedback.

By addressing these challenges and taking a strategic approach, organizations can create wellbeing programs that truly benefit their employees and contribute to a strong and sustainable organization.

Impact on Productivity

Employee well-being plays a critical role in shaping organizational outcomes and fostering a healthy workplace culture. This multidimensional concept encompasses physical, mental, and emotional health, all of which are integral to ensuring that employees thrive both personally and professionally. The importance of physical well-being is rooted in maintaining a healthy body through regular exercise, balanced nutrition, and access to proper healthcare, which reduces absenteeism and enhances productivity. Organizations that provide wellness programs such as fitness incentives, ergonomic workstations, and health screenings see a direct correlation between the physical health of their employees and improved work performance. Research conducted by Harter et al. (2003) revealed that employees with higher levels of well-being are significantly more productive, leading to better outcomes for both individuals and organizations.

Mental well-being, closely linked to employees' ability to manage stress and maintain cognitive focus, is another critical factor in organizational success. Studies show that employees facing high levels of workplace stress or burnout are less engaged and less productive. Mental health support through Employee Assistance Programs (EAPs), flexible work arrangements, and counselling services helps mitigate these challenges, fostering a more focused and resilient workforce. According to the World Health Organization (2020), promoting mental health can reduce absenteeism by up to 27%, as healthier employees are better equipped to manage stress and are less likely to take leave due to mental health issues. In the long term, prioritizing mental health within organizations is essential for building resilience and sustaining performance. A workforce that enjoys better mental well-being is more likely to remain engaged, motivated, and productive, which directly impacts the organization's ability to navigate uncertainties and respond effectively to challenges.

Emotional well-being, the third pillar of employee well-being, revolves around how employees feel about their work environment and relationships. Positive emotional health is associated with high self-esteem, emotional resilience, and a strong sense of belonging. Organizations that foster emotional well-being through supportive workplace cultures and recognition programs report lower turnover rates and greater employee satisfaction. For instance, a study by PwC (2018) indicated that 89% of employees in organizations that prioritize well-being reported high job satisfaction, which in turn enhanced retention and performance.

Increased productivity, reduced absenteeism, and enhanced job satisfaction are clear outcomes of prioritizing employee well-being. A healthy workforce leads to a more engaged, motivated, and loyal group of employees, which benefits the organization through improved efficiency, creativity, and reduced costs associated with employee turnover and healthcare. Investing in comprehensive well-

being programs allows organizations to create a healthier work environment and ensure long-term benefits, both in terms of employee satisfaction and overall productivity. Focusing on physical, mental, and emotional health enables companies to cultivate a resilient and engaged workforce, which is vital for maintaining high performance and driving organizational success. Implementing wellness programs which address these aspects of health, leads to reduction in absenteeism and employee turnover, while fostering a supportive work culture that enhances morale and encourages both personal and professional growth of employees. A well-rounded approach to employee well-being thus becomes a strategic advantage, positioning organizations for long-term sustainability and growth.

Table 1: Wellness initiatives' relation with organizational success

Aspects of employee well being	Organizational initiatives	Impact
Physical Well-being	Fitness programs, ergonomic workstations, health screenings	Reduced absenteeism; improved work performance
Mental Well-being	Employee Assistance Programs (EAPs), flexible work arrangements, counselling services	Reduced stress and burnout; better focus and resilience
Emotional Well-being	Positive workplace culture, recognition programs	Increased job satisfaction; reduced turnover

Source: Author's compilation

Initiatives for well - being of the employees and organisational success

- 1. Clear and structured policies** to access resources and accommodations for mental well - being can be promoted. Policies can be framed for flexible work arrangements/ options such as telecommuting or adjustable hours, Policy for provision of mental health days for managing work life balance. Mental health policies should be consistently enforced and easily accessible to all employees.
- 2. Confidential counselling services** can be offered through Employee Assistance Programs (EAPs) and ensuring that supervisors are trained to recognize signs of mental health struggles and direct employees to the appropriate resources. Establishing clear and open communication channels is also essential to ensure employees comfort through these benefits without fear of retribution.
- 3. Offering initiatives like mental health days, flexible work schedules, and Employee Assistance Programs (EAPs)** encourages a culture where employees feel supported, leading to reduced stigma around mental health issues. This type of environment fosters stronger engagement and higher job satisfaction, which directly correlates to improved productivity and lower absenteeism. Furthermore, addressing mental health challenges early prevents issues like burnout, which can severely impact organizational productivity and creativity.
- 4. By embedding mental health initiatives into the core of HR strategies**, companies not only address immediate concerns but also lay the foundation for long-term sustainability. This approach fosters an environment where employees feel supported, enhancing their capacity for creative problem-solving and innovation which act as key drivers in a fast-changing, competitive landscape. As work environments continue to evolve, flexible mental health policies can help organizations retain talent, reduce turnover, and cultivate a culture of continuous improvement. This shift from viewing mental health initiatives as a reactive measure to a strategic, forward-thinking priority reflects the growing recognition that the well-being of employees is intrinsically linked to the overall success and adaptability of the company. Furthermore, a proactive focus on mental health can differentiate organizations as leaders in creating supportive, innovative workplaces, thus giving them a competitive edge in attracting and retaining top talent in an increasingly complex global economy.

5. Employee Assistance Programs (EAPs) are essential tools for promoting employee well-being, and Human Resources (HR) departments play a key role in implementing and promoting these programs. EAPs provide employees with access to confidential support services, including counselling for mental health issues, stress management, substance abuse, and family or financial concerns. Via offering these services, HR can help employees address personal challenges that may affect their performance and well-being in the workplace. Promoting and integrating EAPs helps to create a supportive workplace focused on employee well-being, leading to higher productivity, improved morale, and reduced absenteeism. By providing resources to manage stress, mental health, and personal challenges, employees feel more valued, engaged, and motivated to perform at their best. This contributes to a healthier, more resilient workforce that drives long-term organizational success, fosters innovation, and strengthens the overall company culture by building trust and loyalty among employees. Moreover, a strong focus on employee well-being through EAPs can enhance retention, attract top talent, and create a competitive advantage, as organizations with robust support systems are seen as desirable places to work. Ultimately, these programs help mitigate workplace conflicts, reduce turnover costs, and improve collaboration, creating a sustainable and thriving work environment where both the employees and the organization can grow. Promoting work-life balance has become a crucial focus for organizations seeking to improve employee well-being and enhance job satisfaction. Human Resources (HR) departments play a vital role in developing initiatives that support this balance, which can significantly reduce burnout, improve morale, and boost overall productivity. One of the most effective ways to promote work-life balance is through flexible working hours. Allowing employees to have control over when they start and end their workday provides them the flexibility to manage personal and family responsibilities without compromising their professional commitments. Studies have shown that flexibility in working hours leads to increased job satisfaction, reduced stress, and higher retention rates (Bloom et al., 2015).

6. Provision of remote work options, allows employees to work from home or other locations, reducing commuting stress and giving them the flexibility to create a work environment that suits their needs. Research from Global Workplace Analytics shows that remote work can increase employee productivity by up to 13%, as it allows employees to better manage their personal and professional lives without the constraints of a traditional office setting (GWA,2020).

7. Paid time off (PTO) policies, including vacation days, personal leave, and mental health days, give employees the opportunity to rest and recharge, which is essential for maintaining their physical and mental well-being. Offering generous PTO policies has been linked to higher levels of employee engagement and loyalty, as well as a decrease in burnout and turnover. Implementing work-life balance initiatives enables HR departments to foster a more supportive and flexible work environment where employees can manage both their professional and personal responsibilities effectively. These initiatives, which may include flexible working hours, remote work options, and paid time off, not only enhance individual well-being by reducing stress and burnout but also contribute to higher levels of employee engagement and productivity.

8. Physical wellness programs are essential to promoting employee health and well-being in the workplace. These programs, such as offering gym memberships, conducting ergonomic assessments, and organizing workplace wellness challenges, play a crucial role in improving the overall physical health of employees, reducing healthcare costs, and increasing productivity. Gym memberships are a popular initiative in wellness programs, providing employees access to facilities where they can engage in physical exercise. Regular physical activity is linked to numerous health benefits, including reduced risk of chronic diseases, improved cardiovascular health, and enhanced mental well-being. According to Harvard Business Review, companies that offer gym memberships or fitness subsidies

often see a marked decrease in absenteeism and health-related expenses (Gubler et al., 2018). Encouraging physical activity helps employees maintain a healthier lifestyle, which translates into increased energy and focus at work. Through implementing physical wellness programs, HR departments not only support the health of their employees but also create a culture of wellness that benefits the entire organization. These programs lead to healthier, more motivated employees, which can ultimately improve productivity, reduce absenteeism, and lower healthcare costs.

9. Building a Culture of Well-being

a) Leadership Involvement

Leadership involvement is crucial for fostering a workplace culture that prioritizes employee well-being. When leaders actively champion and support wellness initiatives, it signals to employees that their health and well-being are integral for the organization's mission.

b) Training and Workshops

Human Resources (HR) departments play a pivotal role in organizing mental health workshops and stress management training for both employees and managers, which are essential for fostering a supportive and healthy workplace environment. These programs not only raise awareness of mental health issues but also equip staff with the tools needed to manage stress effectively. Offering mental health workshops helps HR departments reduce the stigma around mental health by promoting open discussions and encouraging employees to seek support when needed. These workshops equip employees with the tools and knowledge necessary to address mental health challenges, fostering a culture of acceptance and support. As employees become more comfortable discussing mental health, they are more likely to reach out for assistance, contributing to a healthier and more inclusive workplace environment. This initiative ultimately strengthens both individual well-being and organizational resilience, creating a positive impact on overall productivity and engagement.

Table 2: Wellness Initiatives with Impact on Employees and Organisation

Initiative	Description	Impact on Employee Well-being	Impact on Organizational Outcomes
Gym Memberships	Provides employees with access to fitness facilities, encouraging regular physical exercise.	Improves physical and mental health, reduces risk of chronic diseases, and enhances overall well-being.	Decreases absenteeism, reduces healthcare costs, and boosts energy and focus at work.
Ergonomic Assessments	Ensures that workstations are optimized to prevent physical strain and injuries, such as back pain and carpal tunnel syndrome.	Reduces musculoskeletal disorders, enhances comfort, and prevents work-related injuries.	Increases productivity, lowers absenteeism, and minimizes healthcare costs related to workplace injuries.
Workplace Wellness Challenges	Organizes health-oriented activities and competitions, such as walking challenges or team sports.	Promotes healthy habits, enhances physical fitness, and fosters a sense of community and team spirit.	Boosts employee engagement, improves morale, and increases job satisfaction.
Culture of Wellness	HR promotes an overall focus on health and physical well-being through various wellness programs and policies.	Encourages long-term health-conscious behaviours, reducing stress and improving overall employee happiness.	Leads to a healthier workforce, reduced absenteeism, lower healthcare costs, and higher productivity.

Source: Author's compilation

Measuring the Success of Wellness Programs

a) Key Metrics

HR departments can measure the success of wellness programs using a variety of key metrics that provide insights into the effectiveness of these initiatives. One of the most widely used tools is **employee engagement surveys**. These surveys help to assess employee satisfaction, morale, and overall engagement with the wellness programs. Tracking employee feedback over time allows HR to assess whether employees feel their physical and mental well-being is adequately supported. Another crucial metric is **absenteeism rates**. A successful wellness program often leads to a reduction in absenteeism, as healthier employees tend to take fewer sick days. Lower absenteeism is a clear indicator that the program is improving employee health, reducing stress, and enhancing work life balance. **Productivity rates** also serve as a key metric for evaluating wellness programs. Improved employee well-being is directly linked to enhanced focus, creativity, and efficiency, which boosts overall productivity. HR departments can monitor productivity metrics through performance reviews, project completion rates, or revenue per employee to measure how wellness programs influence output.

b) Feedback Loops

Gathering employee feedback is a crucial component of successfully managing and improving wellness programs in the workplace. Feedback loops allow HR departments to understand employee needs, preferences, and experiences with wellness initiatives, which is essential for making informed adjustments that can enhance the overall effectiveness of these programs. Continuously collecting and analysing employee feedback ensures that wellness initiatives stay relevant, engaging, and aligned with the evolving needs of the workforce. This proactive approach helps organizations adapt their programs to better support employee well-being, fostering a positive and responsive workplace culture. Employee surveys and direct feedback mechanisms, such as focus groups or anonymous suggestion boxes, provide valuable insights into the strengths and weaknesses of wellness programs.

Future Scope

Looking ahead, the future scope for employee well-being initiatives and their impact on organizational performance is promising and evolving. As organizations continue to navigate the complexities of a rapidly changing workplace landscape, there are several areas where future research and innovation can further enhance the effectiveness and reach of well-being initiatives. One avenue for exploration is the integration of technology and data analytics to personalize and optimize well-being programs based on individual employee needs and preferences. Leveraging wearable devices, mobile apps, and AI-driven platforms can enable organizations to provide real-time feedback, support, and resources tailored to each employee's well-being journey. Additionally, there is potential for greater collaboration and partnerships between employers, healthcare providers, and community organizations to create holistic well-being ecosystems that address the full spectrum of physical, mental, and social health needs. Furthermore, research into the long-term impact of well-being initiatives on organizational culture, sustainability, and resilience is needed to understand how investments in employee well-being translate into lasting benefits for both individuals and the organization as a whole. By embracing innovation, collaboration, and evidence-based practices, organizations can unlock new opportunities to enhance employee wellbeing and drive sustainable performance in the future.

Conclusion

The research clearly demonstrates that employee well-being initiatives play a crucial role in enhancing organizational performance. By prioritizing the health, happiness, and overall well-being of their employees, organizations can create a positive work environment that fosters productivity, engagement, and retention. The implementation of comprehensive well-being programs has been shown to result in tangible benefits such as increased employee productivity, higher levels of engagement, and reduced absenteeism and presenteeism. Moreover, organizations that invest in employee well-being are better positioned to attract top talent, maintain a competitive edge, and achieve long-term success. Therefore, it is evident that employee well-being initiatives are not just a moral imperative but also a strategic imperative for organizations seeking to optimize their performance and thrive in today's dynamic business landscape.

It is concluded that the wellness initiatives for employees' mental and behavioural health issues at workplaces have a positive impact on employees as well as on organisation. All though it has been agreed that mental health and wellbeing of an employee at his workplace can be attainable but for that there need to be a dedicated concentrated holistic effort by HR department to maintain the records and the information and effectively implementation of Policies. HR departments not only support the health of their employees but also create a culture of wellness that benefits the entire organization. These programs lead to healthier, more motivated employees, which can ultimately improve productivity, reduce absenteeism, and lower healthcare costs.

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