

ISSN 0974-763X

UGC-CARE Listed Journal

SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Listed in UGC-CARE
Special Issue

Volume 14, No.4

November, 2024



**Chhatrapati Shahu Institute of Business
Education & Research (CSIBER)**

(An Autonomous Institute)

University Road, Kolhapur - 416004, Maharashtra State, India.

website : www.siberindia.edu.in

E-mail : editorsajmr@siberindia.edu.in

Published by
CSIBER Press, Central Library Building

Chhatrapati Shahu Institute of Business Education & Research (CSIBER)

(An Autonomous Institute)

University Road, Kolhapur - 416004, Maharashtra State, India

Phone : 0231-2535706 / 2535707

website : www.siberindia.edu.in

E-mail : editorsajmr@siberindia.edu.in



-  **Chief Patron**
Late Dr. A. D. Shinde
-  **Patrons**
Dr. R. A. Shinde
President & Managing Trustee, CSIBER, Kolhapur, India
-  **C.A. H. R. Shinde**
Secretary & Trustee, CSIBER, Kolhapur, India
-  **Editor**
Dr. Pooja M. Patil
CSIBER, Kolhapur, India
-  **Editorial Board Members**
Dr. S. P. Rath
Director, CSIBER, Kolhapur, India
-  **Dr. Deribe Assefa Aga**
Ethiopian Civil Service University, Addis Ababa, Ethiopia
-  **Dr. Biswajit Das**
KSOM, KIIT, Bhubaneshwar, India
-  **Dr. Yashwant Singh Rawal**
Parul University, Vadodara, India
-  **Dr. Yuvraj Sunecher**
University of Technology, Mauritius
-  **Dr. Nyo Nyo Lwin**
Yangon University of Education, Myanmar
-  **Dr. Needesh Ramphul**
University of Technology, Mauritius
-  **Dr. K. Arjunan**
University of Vavuniya, Sri Lanka
-  **Dr. Amitabye Luximon-Ramma**
University of Technology, Mauritius
-  **Superintendent**
Mrs. Maithili Santosh
CSIBER, Kolhapur, India
-  **Type Setting & Formatting**
Mrs. Vidya Ingawale
CSIBER, Kolhapur, India

**Chhatrapati Shahu Institute of Business
Education and Research (CSIBER)**

**South Asian Journal of Management Research
(SAJMR)
Special Issue**

Volume 14, No. 4, November 2024

Editor: Dr. Pooja M. Patil

Publisher

CSIBER Press

Central Library

Chhatrapati Shahu Institute of
Business Education & Research (CSIBER)
University Road, Kolhapur – 416004, Maharashtra, India.
Phone: 91-231-2535706/07, Fax: 91-231-2535708,
Website: www.siberindia.edu.in
Email: csiberpress@siberindia.edu.in
Editor Email: editorsajmr@siberindia.edu.in

Editorial Note

South Asian Journal of Management Research (SAJMR), is a scholarly journal that publishes scientific research on the theory and practice of management. All management, computer science, environmental science related issues relating to strategy, entrepreneurship, innovation, technology, and organizations are covered by the journal, along with all business-related functional areas like accounting, finance, information systems, marketing, and operations. The research presented in these articles contributes to our understanding of critical issues and offers valuable insights for policymakers, practitioners, and researchers. Authors are invited to publish novel, original, empirical, and high quality research work pertaining to the recent developments & practices in all areas and disciplines.

Cross-functional, multidisciplinary research that reflects the diversity of the management science professions is also encouraged, the articles are generally based on the core disciplines of computer science, economics, environmental science, mathematics, psychology, sociology, and statistics. The journal's focus includes managerial issues in a variety of organizational contexts, including for profit and nonprofit businesses, organizations from the public and private sectors, and formal and informal networks of people. Theoretical, experimental (in the field or the lab), and empirical contributions are all welcome. The journal will continue to disseminate knowledge and publish high-quality research so that we may all benefit from it.

Dr. Pooja M. Patil
Editor

Copyright © 2024 Authors
All rights reserved.

Address:

CSIBER Press

Central Library Building

Chhatrapati Shahu Institute of Business Education and Research (CSIBER),
University Road Kolhapur, Maharashtra - 416004, India.

All Commercial rights are reserved by CSIBER Press. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in form or by any means, Electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publisher.

The views expressed in this journal are entirely those of the authors. The printer/publisher and distributors of this book are not in any way responsible for the views expressed by the author in this journal. All disputes are subject to arbitration; legal actions if any are subject to the jurisdictions of the courts of Kolhapur, Maharashtra, India.

ISSN: 0974-763X

Price: INR ₹ 1,200/-

Editor: Dr. Pooja M. Patil

Distributed By

CSIBER Press

Central Library

Chhatrapati Shahu Institute of
Business Education & Research (CSIBER)
University Road, Kolhapur – 416004, Maharashtra, India.
Phone: 91-231-2535706/07, Fax: 91-231-2535708,
Website: www.siberindia.edu.in
Email: csiberpress@siberindia.edu.in

**South Asian Journal of Management Research
(SAJMR)**

Special Issue

Volume 14, No. 4

November, 2024

C O N T E N T S

Sr. No	Title Author	Page No
1	Assessing the Impact of the COVID-19 Pandemic on Employment Legislation and Workers' Rights in Mauritius Dr. Viraj Fulena Lecturer in Law, University of Technology, Mauritius Miss. Oorvashi Dewdane Independent Researcher, University of Technology, Mauritius	01-12
2	Standard Operating Procedures for Corruption Risk Assessment (CRA) Studies of Selected Global Public Agencies Dr. Najimaldin Mohammedhussen Sado Advisor, Anti Corruption and Ethical Commision, Addis Ababa, Ethiopia Prof. Dr. Siba Prasad Rath, Director, CSIBER, India	13-22
3	Revisiting Financial Inclusion through Geographic and Demographic Penetration: A Cross Sectional District Level Study of Assam Dr. Nitashree Barman Assistant Professor, Department of Accountancy, Pandit Deendayal Upadhyaya Adarsha Mahavidyalaya, Tulungia, Bongaigaon, Assam, India.	23-32
4	Design and Study of Integrated Desiccant Dehumidification and Vapour Compression for Energy-Efficient Air Conditioning System Mr. Siddharth Rath Ph. D. Research Scholar, Department of Chemical Engineering, Indian Institute of Technology, Bombay (IIT – B), India	33-60
5	Exploring the Role of Staff Education in Enhancing Job Satisfaction: Insights from Universities and Institutions in Uttarakhand, India Dr. H. M. Azad Associate Professor, Department. of Management studies, Graphic Era University, Dehradun, India Dr. Smriti Tandon Associate Professor, Department of Management studies, Graphic Era University, Dehradun, India Dr. Surendra Kumar Associate Professor, Department of Business Management, HN BG Central University, Srinagar (Garhwal), Uttarakhand, India	61-81
6	Crisis at One End, Opportunity on the other: Sri Lankan Crisis A Surge for Indian Tea and Textile Exports Dr. Deepika Kumari Assistant Professor, Department of Economics, Shyamlal College, University of Delhi, India.	82-96

7	<p>Market Reactions to Green Bond Issuances in India: Insights from the BSE 200 Index</p> <p>Miss. Megha Rani Patel Research Scholar, Department of Commerce and Financial Studies, Central University of Jharkhand, Ranchi, India</p> <p>Dr. Bateshwar Singh Associate Professor, Department of Commerce and Financial Studies, Central University of Jharkhand, Ranchi, India</p> <p>Dr. Ajay Pratap Yadav Assistant Professor, Department of Commerce and Financial Studies, Central University of Jharkhand, Ranchi, India</p>	97-114
8	<p>The Influence of Knowledge Management Enablers on Knowledge Sharing: An Empirical Analysis of Hospitality Sector</p> <p>Dr. Jitender Kaur Assistant Professor, Department of Commerce and Management, Khalsa College Patiala, Punjab, India</p> <p>Dr. Parminder Singh Dhillon Head and Assistant Professor, Department of Tourism Hospitality and Hotel Management, Punjab University Patiala, Punjab, India</p>	115-132
9	<p>Exploring the Impact of Psychological Determinants and Financial Literacy on Retirement Planning in Tribal Communities with Reference to Bodoland Territorial Region, Assam.</p> <p>Miss. Rosy Basumatary Research Scholar, Department of Management Studies, Bodoland University, Kokrajhar, Assam, India</p> <p>Dr. Nayanjyoti Bhattacharjee Assistant Professor, Department of Management Studies, Bodoland University, Kokrajhar, Assam, India</p>	133-144
10	<p>The Role of Leadership Behavior and Emotional Intelligence in School Principals' Effectiveness During the COVID-19 Pandemic: A Study of Adaptive Strategies and Outcomes.</p> <p>Ms. Sujatha Koshy Research Scholar, Psychology, Amity Institute of Psychology and Allied Sciences, Amity University, Noida, Uttar Pradesh, India</p> <p>Dr. Mamata Mahapatra Professor, Amity Institute of Psychology and Allied Sciences, Amity University, Noida, Uttar Pradesh, India</p> <p>Dr. Shadab Ahamad Ansari Professor, Psychology in School of Liberal Allied Science Education, Galgotias University, Noida, Uttar Pradesh, India</p>	145-163

11	<p>Unlocking Micro Small and Medium Enterprises Potential: Addressing Financial Barriers through Government Initiatives</p> <p>Cs. Priya Chandak Research Scholar, Department of Accounting and Financial Management, Faculty of Commerce, The Maharaja Sayajirao University, Baroda Gujarat, India.</p> <p>Dr. Nidhi Upendra Argade Assistant Professor, Department of Accounting and Financial Management, Faculty of Commerce, The Maharaja Sayajirao University, Baroda, Gujarat, India</p>	164-178
12	<p>Influence of Personality Traits of Celebrity Endorsers on Buying Decisions of Gen-Z Girls: A Study</p> <p>Mr. Nandita Dey Ph.D. Research Scholar, Department of Commerce, Assam University, Silchar, Assam, India</p> <p>Dr. Kingshuk Adhikari Associate Professor, Department of Commerce, Assam University, Silchar, Assam, India</p> <p>Dr. Dinesh Kumar Pandiya Former Professor, Department of Commerce, Assam University, Silchar, Assam, India</p>	179-186
13	<p>Micro Celebrities as Influencers by Self Presentation on Social Media Online: Gaining Consumer Equilibrium</p> <p>Ms. Amla K.K Research Scholar, Jamal Mohammed College, Affiliated to Bharathidasan University, Tiruchirappalli, Tamilnadu, India</p> <p>Dr. A. Khaleelur Rahman Associate Professor, Jamal Mohammed College, Affiliated to Bharathidasan University, Tiruchirappalli, Tamilnadu, India</p>	187-196
14	<p>Technological Innovations in Indian Higher Education Institutions: A Regional Study of the Indian Subcontinent</p> <p>Ms. Rashmi Jain Research Scholar, Bharati Vidyapeeth (Deemed to be University), Pune, India.</p> <p>Prof. (Dr.) Broto Rauth Bhardwaj Professor, Bharati Vidyapeeth Institute of Management & Research, New Delhi, India</p>	197-202
15	<p>HR Analytics: A Quantitative Analysis of Employee Data and Business Outcomes in Private Sector Organizations in India</p> <p>Mr. Atul Chanodkar Research Scholar, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, M.P., India</p> <p>Dr. T. K. Mandal Professor, Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore, M.P., India</p>	203-211
16	<p>Empowering Institutions and Clients: Unleashing Financial Innovation”</p> <p>Dr. Vishal Goel Associate Professor, Head of the Department Department of Innovation and Entrepreneurship, Swarnim Startup & Innovation University, Gandhinagar, India.</p>	212-227

17	<p>Examining the Role of Big Five Personality Traits on Entrepreneurial Intention of Rural Youth in Haryana</p> <p>Ms. Kiran Research Scholar, Department of Management, Akal College of Economics, Commerce and Management Eternal University, Baru Sahib, Himachal Pradesh (173101), India</p> <p>Dr. Ankit Pathania Assistant Professor, Department of Management, Akal College of Economics, Commerce and Management Eternal University, Baru Sahib, Himachal Pradesh (173101), India</p> <p>Dr. Vikash Assistant Professor, Department of Food Business Management & Entrepreneurship Development, National Institute of Food Technology Entrepreneurship and Management, Kundli, Sonipat, Haryana (131028) India</p>	228-237
18	<p>A Method for Improvisation of Electronic Data Exchange in E-Commerce Applications</p> <p>Dr. Mohammed Shameer M C Assistant Professor, Dept. of Computer Science, Farook College(Autonomous), Kozhikode, India</p> <p>Miss. Mubeena V Assistant Professor, Dept. of Vocational Studies, Farook College, Kozhikode, India.</p>	238-246
19	<p>Exploring the Decades of Research on Earnings Management: A Longitudinal Bibliometric Analysis</p> <p>Manu Abraham Research Scholar, Cochin University of Science and Technology (CUSAT)- Kochi, Kerala, India</p> <p>Santhosh Kumar S Professor, Cochin University of Science and Technology (CUSAT)- Kochi, Kerala, India</p>	247-262
20	<p>Transforming Learning for Sustainable Progress: University of Technology Mauritius's Post-COVID Educational Strategy</p> <p>Dr. Havisha Vaghjee, Sr. Lecturer, School of Business Management & Finance, University of Technology Mauritius</p>	263-273
21	<p>Dynamics of Job Satisfaction and Organizational Citizenship Behaviour: An Analytical Study</p> <p>Miss. Neha Arora Ph.D Scholar, Arni School of Business Management & Commerce ARNI University, Kathgarh, Indora, Kangra, Himachal Pradesh, India.</p> <p>Dr. Jaiman Preet Kaur Professor, Arni School of Business Management & Commerce ARNI University, Kathgarh, Indora, Kangra, Himachal Pradesh, India.</p> <p>Dr. Roopali Sharma Professor, Amity Institute of Psychology & Allied Sciences Amity University, Sector-125, Noida, Uttar Pradesh, India.</p>	274-283
22	<p>Systematic Analysis of Online Review Credibility: A Bibliometric Study and Research Trajectory</p> <p>Miss. Serene Anna Sam Research Scholar, Post Graduate and Research Department of Commerce, Nirmala College, Muvattupuzha, Kerala & Assistant Professor, Department of Commerce, Mar Thoma College for Women, Perumbavoor, Kerala, India.</p> <p>Dr. Gireesh Kumar G. S Principal, Henry Baker College, Melukavu</p>	284-296

23	<p>Examining Party Autonomy and Voluntariness in Alternative Dispute Resolution Processes</p> <p>Dr. Viraj Fulena Lecturer in Law, University of Technology, Mauritius</p> <p>Mr. Gaël Henriette-Bolli Lecturer in Law, Open University of Mauritius</p>	297-309
24	<p>Health Care Scenario in India and Antecedents of Job Crafting of Doctors Working in Public and Private Sector in Kolhapur, India.</p> <p>Mrs. Madhura K. Mane, Assistant Professor, Chhatrapati Shahu Institute of Business Education and Research (CSIBER), Kolhapur, India</p> <p>Dr. Reshma Kabugade, Associate Professor, NBN Sinhgad School of Management Studies, Pune, India.</p>	310-323
25	<p>An Analysis of the Challenges Faced by Small and Medium Enterprises in Mauritius</p> <p>Dr. Y. Sunecher Senior Lecturer, University of Technology Mauritius</p> <p>Dr. N. Ramphul Associate Professor in Management, University of Technology Mauritius</p> <p>Dr. H. Chitto Professor, University of Technology Mauritius</p> <p>Ms. F. Udhin University of Technology Mauritius</p>	324-335
26	<p>Identifying Barriers to the Glass Ceiling in the Indian Information Technology Sector: A Confirmatory Factor Analysis and Structure Equation Modelling Approach</p> <p>Ms. Swati Assistant Professor, Department of Commerce, Govt. College Hathin, Palwal, Haryana, India</p> <p>Dr. Manisha Arora Associate Professor, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India</p>	336-344
27	<p>A Study on Usage of Digital Financial Services in Odisha</p> <p>Ms. Nirmala Chandra Pattnayak Research Scholar, Department of Business Administration, Utkal University, India</p> <p>Dr. Rashmita Sahoo Asst. Professor, Department of Business Administration, Utkal University, India.</p>	345-354
28	<p>Global Perspectives in Agricultural Commodity Futures Research: A Comprehensive Literature review and Bibliometric Analysis</p> <p>Mrs Jenefer John Ph.D. Research Scholar, Alagappa Institute of Management, Alagappa University, Karaikudi, India.</p> <p>Dr. S. Rajamohan Senior Professor & Director, Alagappa Institute of Management, Alagappa University, Karaikudi, India.</p> <p>Mr Anand Bharathi Ph.D. Research Scholar, Alagappa Institute of Management, Alagappa University, Karaikudi, India.</p>	355-374

29	<p>An Impact of Service Quality Determinants on Passenger Satisfaction in Konkan Railway: The Moderating Role of Gender and Mediating Effect of Platform Services</p> <p>Mr. Neelesh Shashikant Morajkar Commerce Department, Sateri Pissani Education Society's, Shri Gopal Goankar Memorial, Goa Multi-Faculty College, Dharbandora – Goa, India</p> <p>Prof. (CA) Subrahmanya Bhat K.M Commerce Department, Vidhya Vikas Mandal's Shree Damodar College of Commerce & Economics, Margao -Goa, India</p>	375-387
30	<p>Hybrid Modelling Approach for Land Use Change Prediction and Land Management in the Coronie District of Suriname</p> <p>Ms. Tamara van Ommeren-Myslyva Anton de Kom University of Suriname, Paramaribo, Republic of Suriname</p> <p>Ms. Usha Satnarain Anton de Kom University of Suriname, Paramaribo, Republic of Suriname</p> <p>Ms. Femia Wesenhagen Ministry of Spatial Planning and Environment, Paramaribo, Republic of Suriname</p>	388-406
31	<p>Decoding Factors Influencing Third-Party Payment App growth in India.</p> <p>Mr. Shankar Singh Bhakuni Associate professor, BBD University, Lucknow, India</p>	407-415
32	<p>Empowering Women through AI: A Comparative Study of SHG and Micro Finance Institutions Frameworks in Rayagada, Odisha</p> <p>Mr. Karteek Madapana Research Scholar, School of Management Studies, GIET University, Gunupur, Odisha, India</p> <p>Dr.N.V.J. Rao Professor, School of Management Studies, GIET University, Gunupur, Odisha, India</p>	416-425
33	<p>An Empirical Study on Organisational Climate in Sugar Mills of Tamil Nadu</p> <p>Ms. R. CHITRA Ph. D Research Scholar Department of Commerce Bharathiyar Arts and Science College, India.</p> <p>Dr.D. Rajakumari Principal and HOD, Department of Commerce Bharathiyar Arts and Science College, India.</p>	426-435
34	<p>Enhancing Website Visibility and User Experience through Strategic On-Page Search Engine Optimization Practices</p> <p>Mr Anand Bharathi Ph.D. Research Scholar, Alagappa Institute of Management, Alagappa University, Karaikudi, Tamilnadu, India.</p> <p>Dr S Rajamohan Senior Professor and Director, Alagappa Institute of Management, Alagappa University, Karaikudi, Tamilnadu, India.</p>	436-446
35	<p>Work Life Balance and Its Effect on Job & Life Satisfaction of Female Employees in Higher Education</p> <p>Ms. Jyoti Dahinwal Research Scholar, Indira Gandhi University, Meerpur, UP, India.</p> <p>Dr. Jasvinder Singh Assistant Professor, Indira Gandhi University, Meerpur, UP, India.</p> <p>Ms. Neha Solanki Research Scholar, Indira Gandhi University, Meerpur, UP, India.</p>	447-458

36	<p>Impact of Visual Merchandising and Store Atmospherics on the Impulsive Buying of Customers in Salem District</p> <p>Mrs. P. Rajeswari Research Scholar, Sri Balamurugan Arts and Science College Sathappadi, Mecheri, Mettur, Salem, Tamil Nadu, India.</p> <p>Dr. T. Ragunathan Principal, Sri Balamurugan Arts and Science College, Sathappadi, Mecheri, Mettur, Salem, Tamil Nadu, India</p>	459-468
37	<p>The Role of Fintech in Enhancing MSMEs Growth and Economic Expansion in India</p> <p>Dr. Jasveen Kaur Senior Faculty, University Business School, (Gurunank Dev Univeristy), Amritsar, Punjab, India.</p> <p>Ms. Sarita Saini Junior Research Fellow, University Business School, (Gurunank Dev Univeristy), Amritsar, Punjab, India.</p>	469-475
38	<p>An Empirical Study of Service Quality, Customer Satisfaction, and Loyalty Dynamics among Visitors to South Indian Restaurants in Northern India</p> <p>Dr. Parminder Singh Dhillon Assistant Professor, Department of Tourism, Hospitality and Hotel Management, Punjabi University, Patiala, India.</p> <p>Dr. Anuradha Chakravarty Department of Tourism, Hospitality and Hotel Management, Punjabi University, Patiala, India.</p>	476-492
39	<p>Employee Well-Being in Optimising Performance at Workplace: A Bibliometric Perspective and Future Research Direction</p> <p>Dr. Vandana Sharma Assistant Professor, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India</p> <p>Mr. Gourav Research Scholar, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India</p> <p>Ms. Vidhu Vats Research Scholar, Department of Management Studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Haryana, India</p>	493-505

Employee Well-Being in Optimising Performance at Workplace: A Bibliometric Perspective and Future Research Direction

Dr. Vandana Sharma

Assistant Professor,
Department of
Management Studies,
Deenbandhu Chhotu Ram
University of Science and
Technology, Murthal,
Haryana, India

Mr. Gourav

Research Scholar,
Department of Management
Studies,
Deenbandhu Chhotu Ram
University of Science and
Technology, Murthal,
Haryana, India

Ms. Vidhu Vats

Research Scholar,
Department of Management
Studies,
Deenbandhu Chhotu Ram
University of Science and
Technology, Murthal,
Haryana, India

Abstract

Nowadays, organizations understand the importance of human intellectual capital for achieving sustainable growth in highly competitive markets and hostile business environments. Organizations must ensure employees are happy and satisfied to have more productive human intellectual capital. Now, organizations are implementing employee well-being strategies to make their employees happy and comfortable, as employees benefit from well-being strategies and perform better. Researchers have studied the myriad dimensions of employee well-being in previous research. Our study aims to synthesize the research on employee well-being with particular reference to its impact on employee performance. Our study combines a systematic literature review and bibliometric analysis. We systematically analysed a sample of 191 articles identified from the Scopus database and other sources to explore the research growth in the last 25 years. Bibliometric analysis determined the publication trend, most influential authors, journals, cited studies and key affiliations. We have identified research clusters based on content analysis of the last five years of research papers (2018-2022) included in the study. We identified clusters and named them according to the commonality of research themes among them. The study will help researchers, organizations, and policymakers understand the importance of employee well-being. It also facilitates researchers with future scope of research through the identified research gaps.

Keywords: Employee Well-Being, Performance, Bibliometrics Analysis, SLR, High-Performance Work System (HPWS), Work-Life Conflicts (WLC), Leadership

Introduction

Employee well-being was first expressed in the early Human Resource Management (HRM) literature by Beer (1984) as the long-term consequences of HR policies. According to Stoll (2014), well-being has roots in ancient Greek history. The concept was developed as a philosophy of the good life and later conceptualised as a religious term. Nevertheless, the extensive empirical research work turned well-being into a scientific concept. Employee well-being is a broad concept that describes how an employee experiences and functions at work (Guest, 2017). However, researchers have yet to reach a consensus on the definition of employee well-being (Page & Vella-Brodrick, 2009) because employee well-being is a subjective concept which means “several things to different people” (Danna & Griffin, 1999; Wright & Huang, 2012). Wellbeing is a broad term that can be measured in terms of life satisfaction, happiness, leisure, health, job satisfaction, job strain, engagement, and depression (Warr & Nielsen, 2018). Ogbonnaya (2019) expanded their concept of well-being to include satisfaction, enthusiasm, health and future scope to include feelings of organizational belongingness for future studies. The main dimensions of employee well-being include psychological, physical and social well-being (Grant et al., 2007; Van De Voorde, Paauwe and Van Veldhoven, 2012). While psychological well-being focuses on subjective experiences and functioning at work, physical well-being outlines well-being in terms of physical health and social well-being refers to the quality of a person’s relationships with other people and communities (Grant et al., 2007; Van De Voorde et al., 2012; Nielsen et al., 2017). Hauff et al. (2022) proposed a broader approach to well-being through physical and mental health, job satisfaction and work engagement.

For last two decades, research work in the field of human resources has been directed toward employee-centred outcomes like employee well-being, to find the effect of HR practices on the well-being of employees (Jiang et al., 2012) because both policymakers and Human Resources (HR) professionals consider employee well-being as a critical outcome. Many studies recommended the implementation of well-being strategies because of their positive impact on organizational outcomes such as enhanced performance and reduced cost (Guest, 2017; Kundi et al., 2020; Benitez & Medina, 2022). The link between well-being and health and productivity was observed closely with subjective measures of performance assessment i.e., ratings by supervisors, colleagues and

research participants (Warr & Nielsen, 2018), but the researchers rarely measured objective measures (sales and actual output) for employee performance. Healthy and happy employees had a better quality of life, lower risk of illness and injury and increased work productivity. Employees experiencing higher well-being were more likely to contribute to their communities than employees with less well-being (Hamar et al., 2015). According to the Harvard Business Review service analysis report (2013), employees with good physical, mental and emotional health are more likely to perform optimally in the workplace than those without. Global Happiness and Well-being Policy Report by Global Happiness Council (2019) further claim that there is a direct relationship between employee well-being and productivity. Global Human Capital Trends survey by Deloitte (2020) found that 80 per cent of organizations express that employee well-being is essential to their success. As per the research by Oxford University, happy workers are 13% more productive (Bellet et al., 2019). Gallup's State of the Global Workplace 2022 Report, which analysed 112,312 business units in 96 countries found a strong link between well-being and performance outcomes such as employee retention, productivity, safety and profitability.

The COVID-19 pandemic has resulted in sudden and unexpected changes to work practices which, in turn, has created uncertainties for employees and affected their well-being (Oakman et al., 2020). Employees stressed by COVID-19 experienced depression and could not focus on their work, resulting in reduced performance (Yunita & Saputra, 2019). A study by a HR service provider firm named 'The 7th Fold', "36 per cent of employees in India reported that their mental health worsened when they settled into a new style of working from home" (7th Fold, HR-firm, 2020). A survey by Oracle (2020) claims that 84 per cent of people experienced more stress and anxiety at work, and approximately 85 per cent of people reported that mental health issues at work negatively affected their personal lives.

Employee well-being is multifarious and directly relates to individual and organizational performance. At the same time, employees face well-being related issues (anxiety, stress and health issues) at the workplace. Therefore, it is necessary to investigate interventions that can improve the quality of employee well-being in organizations. The sudden evoke of COVID-19 worsened the situation and got the attention of scholars toward employee well-being research. Therefore, our study aims to synthesize the literature work in the area of employee well-being in optimizing performance at the workplace. For this, we first searched for quality literature and then performed contextualised SLR and bibliometric analysis to gain insights into the publication trends of well-being research. Then, the literature published in the last five years was analysed to identify the research themes and future research directions.

Hence, our paper aims to find out the following research questions –

- What is the current publication trend in employee well-being with particular reference to performance?
- Who are the most influential authors and their research papers?
- What are this area's most influential journals, publishers and affiliations?
- What is the intellectual structure and revealing significant themes in this area of research?

Research Objectives

- To know about the publication trend of topic-related literature.
- To know about the significant authors and their research articles contributing to the topic.
- To know about the significant journals, publishers and affiliations.
- To find out significant research themes and intellectual structure of this research area.
- To identify the gaps for future research.

Rationale for the study

Employee well-being has been a buzzing term among HR professionals and researchers for many years. But the term gained momentum after COVID-19 when every employee suffered from uncertainty, stress, health issues and work-life imbalances. Despite this, we found a meagre count of studies summarizing the research on employee well-being. 'Thirty-Eight Years of 'Wellbeing' Research: Bibliometric Analysis of Open Access Documents' by Ali et al. (2021) is the most recent work related to well-being that did a bibliometric analysis of open access documents only and did not cover any specific dimension of well-being. 'Mindfulness and Well-being: A Bibliometric Analysis' by Rusdi and Wibowo (2021) did a bibliometric analysis of well-being with the dimension mindfulness. 'Workplace resources to improve employee well-being and performance: A systematic review and meta-analysis' by Nielsen et al. (2017) studied 84 quantitative studies only. 'A systematic and bibliometric review of the financial well-being: Advancements in the current status and future research agenda' (2022) by Singh and Malik studied only the financial dimension of well-being.

Our study differs from all other studies in many aspects, we have done comprehensive research on well-being covering all forms of well-being like financial, physical and psychological well-being, with performance as the research dimension. We have used the Scopus database to ensure the quality and wide coverage of literature on employee well-being. We did not have limitations like the use of open-access documents only. To be specific about the organizational perspective, we had included 'employee well-being' as a search term rather than using

‘well-being’ only. We have not found any study that is specific to the organizational perspective, covering all forms of well-being and linking employee well-being with performance.

Research Methodology

In the study, we have used a blend of contextualised SLR (systematic literature review), bibliometric and content analysis to analyse the rigorous research growth over a while and future research scope in the area of ‘employee well-being and performance’. We first performed contextualised SLR to search the data for bibliometric analysis by defining the search terms for retrieving data from the Scopus Database. Then, we systematically extracted the papers to be studied using the PRISMA approach to set our inclusion and exclusion criteria. In the second stage, we analysed the extracted data using bibliometric analysis. According to Donthu et al. (2021), ‘Bibliometric analysis is an effective method of summarising and synthesising literature’. We have applied bibliometric analysis to analyse the publication trend, key author analysis, journal analysis, affiliation analysis, country analysis and document analysis. We have used Biblioshiny, a software package by RStudio (Aria & Cuccurullo, 2017) and VOS viewer for bibliometric analysis. Further, in the third stage, we did the content analysis of the literature retrieved in the first stage in collaboration with the keyword analysis done using bibliometric analysis. Our content analysis has uncovered evolving research clusters and identified gaps for future research.

Defining search terms

Our topic consisted of two significant terms: well-being and performance. To ensure our search results align with our research focus on business organizations, we employed the association of the term 'employee' with 'well-being.' This step was necessary because searching solely with the keyword 'well-being' yielded a substantial number of articles that lacked a specific organizational perspective. By using various search terms, we discovered that many authors use the two words ‘wellbeing’ and ‘well-being’ as synonyms. We used two search strings to ensure both inclusions, i.e., ‘employee well-being and performance’ or ‘employee wellbeing and performance’.

Search delimiting criteria

Our last search with the defined search strings was done on the 'SCOPUS' database on 15th June 2023 (Figure 1). We included the records of the last 25 years, i.e., 1998-2022 and got 685 records. To reduce the number of records and maintain the inclusion of highly relevant records, we further refined the results based on the subject area by eliminating records from unrelated areas like; agriculture, physics, chemicals, astronomy, energy etc. The search was then refined based on the document type by eliminating books, book chapters, and news. Only articles, reviews and conference papers were included. To ensure the feasibility of reading, we included the papers available in English only. After all refining and elimination, we were finally left with 472 documents (Table 1). Then we included 56 papers from other sources like Google Scholar, Research Gate, and Academia. Lastly, we had 528 identified records.

```
(TITLE-ABS-KEY("EMPLOYEE WELLBEING" AND "PERFORMANCE") OR TITLE-ABS-KEY("EMPLOYEE WELL-
BEING" AND "PERFORMANCE")) AND ( EXCLUDE ( SUBJAREA,"ENGI" ) OR EXCLUDE ( SUBJAREA,"COMP" )
OR EXCLUDE ( SUBJAREA,"ENER" ) OR EXCLUDE ( SUBJAREA,"MATH" ) OR EXCLUDE ( SUBJAREA,"NURS" )
OR EXCLUDE ( SUBJAREA,"PIAR" ) OR EXCLUDE ( SUBJAREA,"EART" ) OR EXCLUDE ( SUBJAREA,"BIOC" )
OR EXCLUDE ( SUBJAREA,"AGRI" ) OR EXCLUDE ( SUBJAREA,"NEUR" ) OR EXCLUDE ( SUBJAREA,"PHYS" )
OR EXCLUDE ( SUBJAREA,"MATE" ) OR EXCLUDE ( SUBJAREA,"CENG" ) OR EXCLUDE ( SUBJAREA,"VETE" )
) AND ( LIMIT-TO ( DOCTYPE,"AR" ) OR LIMIT-TO ( DOCTYPE,"RE" ) ) AND ( LIMIT-TO (
LANGUAGE,"ENGLISH" ) ) AND ( EXCLUDE ( SUBJAREA,"ENVT" ) )
```

Figure 1. Screenshot of search strings used by SCOPUS database to retrieve data.

Source: SCOPUS Database

Table 1: Delimiting the data collected from database

Stage	Filtering criteria	Eliminated	Accepted
1	Initial retrieval result (1998-2022)	----	685
2	Subject area (Business, finance, psychology and related area)	147	538
3	Article, review, conference papers	57	481
4	Language filter (English)	09	472

Data retrieval for bibliometric and systematic review

To delimit the count of literature and to maintain relevance, 528 identified works of literature were further screened by analysing the keywords and abstract, as shown in Figure 2, using the PRISMA approach. To focus

our analysis on the relationship between employee well-being and performance, we excluded records that did not specifically examine this connection. However, we retained literature that established the foundational concepts of employee well-being to ensure a comprehensive understanding of the topic. The second refining stage included accessing the full-text papers and eliminating those articles whose objectives did not match our study's requisites. A few of the papers were inaccessible and thus eliminated from the study. Finally, we had 191 documents for bibliometric analysis and SLR.

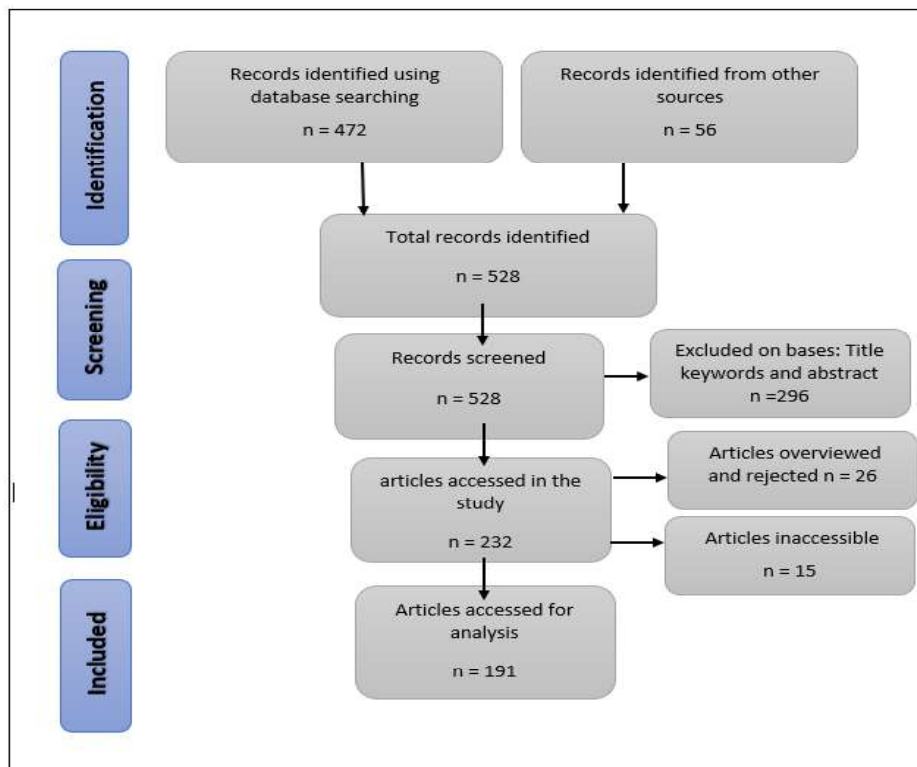


Figure 2: Inclusion exclusion criteria for retrieval of data for bibliometric analysis using PRISMA approach
Source: Authors' Own

Results and Discussion

Year-wise trend of publication

Figure 3 shows the article's yearly publication. A growing trend in the number of publications per year is evident here. The average annual growth is 15.06 per cent. The year 2021 had the maximum number of publications, i.e., 32 articles. The year 2022 has 29 publications which exceeded 2021 by the year end. Before 2014 number of publications was in single digit. The time between 2014-2016 was turning point in the field of well-being as the researchers extended their probe into "employee well-being with performance" also. The extension is attributed to employee well-being as a composite term for measuring financial, physical, emotional and mental well-being and further the growing importance of human capital in the corporate world. The highest growth trend was visible from 2019-2020, which may be due to the evoke of Covid-19, during which there were higher uncertainties related to life and work such as: financial, emotional, health and psychological issues.

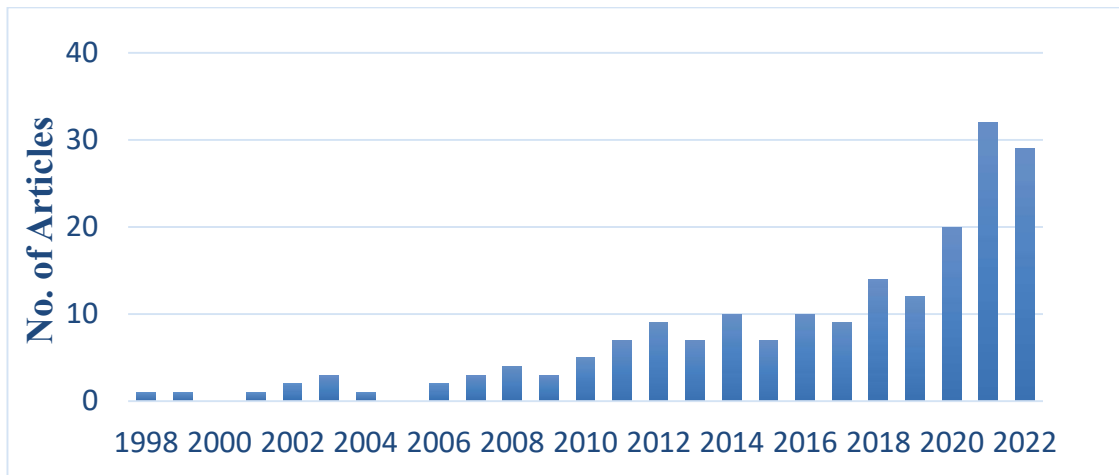


Figure 3: Annual scientific production and trend on 'employee well-being and performance'.

Note: above figure is based on our data search from SCOPUS on 15th November 2022.

Source: Authors' Own

Influential source analysis

Table 2 shows the top journals having more than 5 publications scores and contributing highly towards performance and employee well-being. International Journal of Human Resource Management is a highly contributory journal with 17 publications. John Wiley & Sons are the publishers of 4 journals out of 8, so we can say that John Wiley & Sons is the top contributing publisher. The impact factor of all top journals is excellent, two of which have an impact factor above 10, indicating the richness of selected article.

Table 2: Top influential journals, their impact and influence.

S.no.	Sources	Publisher	NP	JIF
1	International Journal of Human Resource Management	Routledge	17	7.8
2	Journal of Occupational Health Psychology	APA	13	12.4
3	Human Resource Management Journal	Wiley	12	7.7
4	Frontiers in Psychology	Frontiers	11	4.0
5	Journal of Organizational Behaviour	Wiley	6	11.6
6	Personnel Review	Emerald	6	4.6
7	Asia Pacific Journal of Human Resources	Wiley	5	5.8
8	Human Resource Management	Wiley	5	8.4

Note: This table lists the top journals with 5 or more publications (NP), their publishers, and journal impact factor (JIF) as per the Scopus database.

Influential authors analysis

Table 3 shows the top 10 authors who contributed most to our topic. Arnold Bakker was the most productive and efficient author, with the highest production and citations. Evangelia Demerouti wrote four documents and topped the average citations per document. There were five authors with four papers each. Five authors were from the Netherlands, ranked 4th in the most influential country's list for publication on employee well-being as per table 4. The countries from which the top-producing authors belong were also the countries with the highest co-authorship network, as per Figure 4. Sven Hauff, who secured the second position among top-producing authors, had scored the least citations due to all publications in the year 2022 and after that.

Table 3: Top influential authors, their impact and influence.

S.no.	Author Name	Affiliation	Country	NP	TC
1	Arnold Bakker	Erasmus University	Netherlands	8	7736
2	Timothy Bartram	La Trobe University	Australia	4	144
3	Peter Boxall	University Of Auckland	New Zealand	4	449
4	Wilmar Schaufeli	Utrecht University	Netherlands	4	537
5	Evangelia Demerouti	Eindhoven University	Netherlands	4	7332

6	Sven Hauff	Helmut Schmidt University	Germany	4	34
7	Kerstin Alfes	Kingston University	UK	3	323
8	Jaap Paauwe	Tilburg University	Netherlands	3	582
9	K. Van De Voorde	Tilburg University	Netherlands	3	532
10	James Avey	Central Washington University	United States	2	499

Note: This table lists the top 10 authors with a high number of publication (NP), their affiliations and Total citations as per the Scopus database.

Table 4: Top influential countries their impact, influence and collaborations.

S.no.	Country	NP	SCP	MCP	GC
1	United Kingdom	19	15	4	1846
2	USA	19	17	2	1869
3	Australia	18	16	2	1213

Table Contd...

S.no.	Country	NP	SCP	MCP	GC
4	Netherlands	14	10	4	8507
5	China	11	5	6	463
6	Spain	9	6	3	86
7	Germany	8	7	1	210
8	Canada	7	6	1	374
9	Finland	7	2	5	368
10	New Zealand	7	6	1	486

Note: This table lists the top 10 countries with a high number of publications (NP) and their single-country publications (SCP), multiple-country publications (MCP) and global citations (GC) as per the Scopus database.

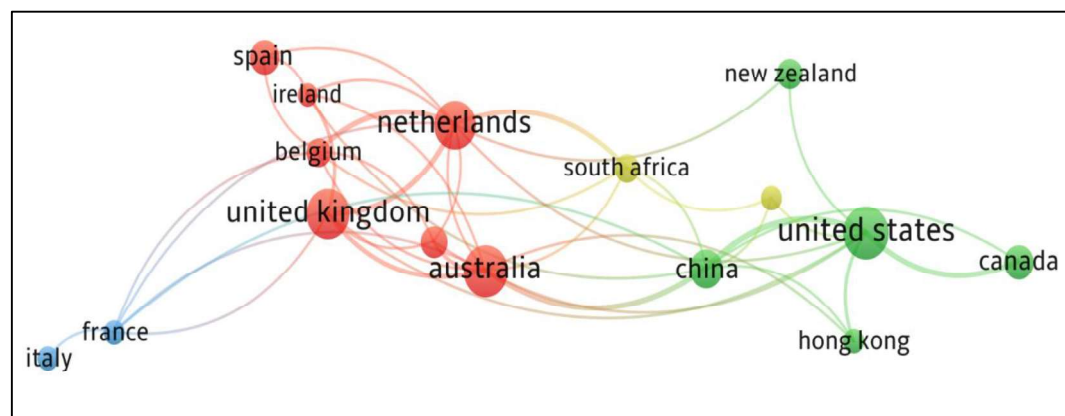


Figure 4: Co-authorship network of countries created using Vos viewer software.

Source: Authors' Analysis using Vos viewer software

Influential document analysis

Table 5 shows that 'The Job Demands-Resources model: State of the art', written by Arnold Bakker and Evangelia Demerouti, had the highest global citations because of its pioneer work toward employee well-being. JD-R Model proposed that an imbalance between job demands and job resources causes stress and burnout. The top 3 most cited documents relate to the job demand-resources model as imbalances between job demands and job resources lead to well-being issues. From the list of 10 most globally cited documents, 4 were the works of Arnold Bakker and Evangelia Demerouti. 5 authors whose documents secured positions in the top 10 most cited papers were also in the list (Table 3) of most influential authors in terms of production of documents. Most of the top cited papers were contributions of the Netherlands which also secured a place in Table 4 of most influential countries. Top cited documents cover various aspects of well-being like lack of resources, health, mindfulness, performance, happiness, work-life balance and control.

Table 5: Top influential articles, their authors and impact

S.no.	Paper	Document Name	GC
1	Bakker And Demerouti (2007)	The Job Demands-Resources model: State of the art	5134
2	Bakker And Demerouti (2017)	Job demands-resources theory: Taking stock and looking forward	1614
3	Demerouti And Bakker (2011)	The Job Demands–Resources model: Challenges for future research	584
4	Guest (2017)	Human resource management and employee well-being: Towards a new analytic framework	455
5	Thompson And Prottas (2006)	Relationships among organizational family support, job autonomy, perceived control, and employee well-being	452
6	Voorde And Paauwe (2012)	Employee well-being and the HRM–organizational performance relationship	448
7	Avey et. al. (2010)	Impact of positive psychological capital on employee well-being over time	448
8	Glomb et al (2011)	Mindfulness at work	417
9	Grant et al. (2007)	Happiness, health, or relationships? managerial practices and employee well-being Tradeoffs	375
10	Bakker (2010)	Beyond the Demand-Control model	340

Note: This table lists top 10 articles with the highest global citations (GC) their year of publication and their authors as per SCOPUS Database

Influence and Collaboration Analysis of Affiliations and Countries

Conducting affiliation analysis was to study the significant Universities and the regions from where our study has maximum contributions. Table 6 presented the Universities having a contribution of more than 5 publications. Tilburg University and Erasmus University are in the top two, both from the Netherlands, followed by two universities from Australia. We can synthesize from Table 6 that the Universities of the Netherlands had leading publications in this area. Table 4 presents the top 10 countries where the maximum number of articles were published. The United Kingdom and the USA were in the top two having 19 publications each, followed by Australia and Netherlands. The United Kingdom is the most producing region, but as per Table 6, Cranfield University of the United Kingdom was at the bottom of the top ten Universities list in terms of affiliation. The Universities in the United Kingdom need to work in collaboration with other Universities in the UK to facilitate knowledge sharing and resource pooling, ultimately bolstering the research output of Universities in the UK. Universities of the Netherlands are at the top in terms of articles. At the same time, the Netherlands is 4th in the top producing country list (table 4), which indicates a high collaboration among the universities of the Netherlands, as collaborated work counts for each collaborating university. Articles from the Netherlands had the highest global citations, followed by the USA and UK. Multiple country production (MCP), which indicated collaboration among countries, China was on top, having 6 multiple country production (table 4), followed by Finland. The UK and Netherlands had 4 MCP, but if we compare the ratio with total articles, the Netherlands is ahead of the UK. As per Figure 4, which shows the co-authorship network of countries, we found that authors from developed countries like the USA, UK, Netherlands, and Australia collaborated more with other country's authors. A developing country, China also collaborated highly with other countries in well-being research.

Table 6: Top influential affiliations their country and impact.

S.no.	Affiliation	Country	Articles
1	Tilburg University	Netherlands	14
2	Erasmus University Rotterdam	Netherlands	13
3	La Trobe University	Australia	12
4	Monash University	Australia	11
5	Helmut Schmidt University	Germany	8
6	Utrecht University	Netherlands	8
7	Ludwig Maximilian University	Germany	7
8	Portland State University	USA	7
9	Renmin University of China	China	7
10	Cranfield University	United Kingdom	6

Note: This table lists the top 10 Affiliations their country and numbers of articles as per the SCOPUS Database.

Content analysis of Literature

To get an insight into the intellectual structure of the research, we performed a content analysis of the last five years of literature (2018-2022). Through this, 3 clusters were identified based on the commonality of the theme followed by them. Further, a keyword analysis was done to get insight into the topic of well-being & performance. A detailed content analysis is presented by the researcher in the following paragraphs.

Cluster One: *High-Performance Work System (HPWS) and Performance Relation with wellbeing.*

Cluster one is the largest cluster that seeks the relationship of HPWS with employee well-being, with a motive of gradual increase in performance by adopting performance-related HR practices. Guest (2017) recognised the need to introduce employee well-being in HR practices and policies on ethical grounds and a positive impact on organizational outcomes. According to Page and Vella-Brodrick (2009), "Employee well-being is an important academic and practical pursuit due to its links to performance and turnover". Well-being-oriented HRM and engagement practices could fasten the relationship between well-being and performance (Kundi et al., 2020; Benitez & Medina, 2022), but it also depends upon a bundle of practices (Salas-Vallina et al., 2021) like spirituality (Djafri et al., 2018), mindfulness interventions (Pang & Ruch, 2018; Sharma & Kumra, 2020), employee voice promotion (Rollmann et al., 2021), meaningfulness and social worth at workplace (Duan et al., 2020) and supportive organizations (Sungu et al., 2019) strengthened the relationship of well-being and performance. Calderwood et al. (2021) found a positive relationship between physical well-being and performance. However, well-being dimensions are variedly associated with performance, such as psychological well-being having a relation with innovative job performance and physical well-being having a relation with in-role job performance. However social well-being boosts both (Khoreva & Wechtler, 2018). HPWS that seek a gradual increase in performance not only result in increased performance but also benefit the employees with higher well-being (Hauff et al., 2022b), but Guerci, Hauff and Gilardi, (2022) found that HPWS practices such as autonomy, performance-related pay, self-directed team do not have the same relationship with different dimensions of well-being (health, happiness and social well-being). HPWS positively correlated with well-being when mediated by employee engagement and job satisfaction (Hauff et al., 2022a; Ananthram et al., 2018). HPWS increases well-being through organizational support but could negatively impact employee well-being through increased stress (Qi et al., 2021). Work stress caused by HPWS leads to presentism, which could lower the employees' performance and well-being (Ananthram et al., 2018; Ho et al., 2022). HPWS strategies should be implemented cautiously, as negative emotions about strategic change may lead to insomnia and poor psychological well-being of employees (Rafferty & Jimmieson, 2017).

Cluster Two: Leadership and HRM Practices that foster well-being for enhanced performance

Cluster two is the second largest cluster that seeks empirical evidence of how leadership styles like ethical leadership, virtuous leadership, participative leadership and HRM practices like teamwork and participation in management can impact employee well-being and performance. These studies suggest practical implications for administrators while planning HR policies. Many studies stated that employees who perceived high organizational support were high on well-being and felt obliged to achieve high organizational performance (Hendriks et al., 2020; Cheng et al. 2022). Hetrick et al., (2022) stated that unethical leadership behaviour threatens employees and negatively impacts employee wellbeing in terms of high burnout and lower health condition. Studies support that supportive leadership styles like ethical (Sarwa et al., 2020; Cheng, 2022), transformational (Addo & Dartey-Baah, 2020) and virtuous leadership (Hendriks et al., 2020) directly or indirectly link employee well-being and results in higher performance and engagement. However, if the organizations have problems related to interpersonal conflicts (Losada-Otalora et al., 2020) and a flawed psychological environment (Brunetto et al., 2021) signifies a decline in employee well-being.

To cope with these problems, organizations can adopt the sustainable HRM principle of common good value that provides the possibility of high performance through higher job resources (Lu et al., 2022). Interpersonal conflicts are resolved through highly collaborative teamwork, which might have unintended consequences on well-being but a positive impact on employee collaboration and performance. In order to achieve a growing trend in performance, administrators may focus on enhancing employee well-being through promoting autonomy, facilitating participation in management (Uribe-Tebarria et al., 2021) and offering resilience training programs (Scheuch et al., 2021), as these initiatives have a positive impact on employee performance. Knight and Haslam (2010) also found that the autonomy of employees in designing a workspace is a predictor of psychological comfort at work, leading to enhanced employee well-being. While it is important to invest in HRM practices to promote employee well-being, Research also suggests that beyond a certain point, continued investment in HRM may actually lead to a decline in well-being (Ho & Kuvaas, 2019). This cluster had two more studies (Yao et al., 2021; Hauff et al., 2022b) that discussed the health dimension of well-being and found that health-oriented leadership positively impacts employee's physical well-being.

following future research avenues on well-being and performance:

- We found significant differences between the studies regarding the factors they have used for measuring employee well-being, so there is a need to develop an accurate and comprehensive measurement scale for measuring employee well-being rather than subjective measures.
- Only a few studies measured the direct relationship between employee well-being and performance. Well-being was frequently used as a mediator and moderator to study the impact of certain independent variables on performance. Future research can work toward measuring the direct impact of well-being on performance.
- Most empirical studies have collected data from a single point of time so, future studies can be longitudinal research to check the sustainability of well-being practices over a longer period.
- Employee well-being had its own financial cost and also contributed toward the revenues. Nevertheless, we have yet to find a study that measures the financial effectiveness of well-being. So future research can work toward empirically testing the financial feasibility of well-being in terms of performance as financial returns.
- From the analysis of cluster one, we learned that different leadership styles were individually tested to measure their concern toward well-being and its impact on performance. So, future research can examine the impact of different leadership styles on employee well-being to know the role of leadership in well-being-oriented HRM.

Conclusion

The objective of our study was to synthesize the literature in the area of well-being and performance. So, in line with our objective, we used bibliometric analysis and systematic literature review and found an average growth of more than 15 per cent in this research area. Factors contributing to the growth of literature on well-being were: the increasing importance of human capital and curiosity to know about how to maintain human capital.

We found the most impactful journals, authors, documents and affiliations in our study. International Journal of Human Resource Management and Journal of Occupational Health Psychology tops our list. Arnold Bakker and Timothy Bartram contributed maximum literature on well-being. Universities of the Netherlands collaborated more while the United Kingdom and the USA were highly producing.

Three clusters were identified through an in-depth literature analysis of recent studies. The theme of the first cluster is the relation of HPWS and performance with well-being; the second is leadership and HRM practices that foster well-being for enhanced performance and the last is the impact of WFC and WLB on well-being. These clusters will help the researchers to choose their area of interest for future studies. At last, we have identified future research avenues that will guide the researchers.

The studies selected for descriptive content analysis were limited to only five years (2018-2022). We used only one database, i.e., SCOPUS, to collect literature. Future research can work on these limitations.

References:

- Addo, S.A. and Dartey-Baah, K., (2020).** Leadership in the safety sense: where does perceived organisational support fit?. *Journal of Management Development*, 39(1), pp.50-67.
- Ali, J., Jusoh, A., Idris, N., Abbas, A., Nor, K.M. and Alharthi, R.H.E., (2021).** Thirty-Eight Years of 'Wellbeing' Research: Bibliometric Analysis of Open Access Documents. *Studies of Applied Economics*, 39(10).
- Anand, A. and Vohra, V., (2022).** What helps me cope with work–family conflict at my high-performance work system in India: A thematic analysis of sociocultural factors. *Vikalpa*, 47(1), pp.38-52.
- Ananthram, S., Xerri, M.J., Teo, S.T. and Connell, J., (2018).** High-performance work systems and employee outcomes in Indian call centres: a mediation approach. *Personnel Review*, 47(4), pp.931-950.
- Aria, M. and Cuccurullo, C., (2017).** bibliometrix: An R-tool for comprehensive science mapping analysis. *Journal of informetrics*, 11(4), pp.959-975.
- Beer, M., (1984).** Managing human assets. Free Press.
- Bellet, C., De Neve, J.E. and Ward, G., (2019).** Does Employee Happiness Have an Impact on Productivity? *id Business School WP* 2019-13.
- Benitez, M. and Medina, F.J., (2022).** A work-unit level analysis of employees' well-being and service performance in hospitality industry. *Current Psychology*, 41(2), pp.1043-1056.
- Brunetto, Y., Saheli, N., Dick, T. and Nelson, S., (2022).** Psychosocial safety climate, psychological capital, healthcare SLBs' wellbeing and innovative behaviour during the COVID 19 pandemic. *Public Performance & Management Review*, 45(4), pp.751-772.
- Calderwood, C., ten Brummelhuis, L.L., Patel, A.S., Watkins, T., Gabriel, A.S. and Rosen, C.C., (2021).** Employee physical activity: A multidisciplinary integrative review. *Journal of Management*, 47(1), pp.144-170.
- Cheng, J., Zhang, L., Lin, Y., Guo, H. and Zhang, S., (2022).** Enhancing employee wellbeing by ethical leadership in the construction industry: The role of perceived organizational support. *Frontiers in public health*, 10, p.935557.
- Danna, K. and Griffin, R.W., (1999).** Health and well-being in the workplace: A review and synthesis of the literature. *Journal of management*, 25(3), pp.357-384.
- Djafri, F., Bin Noordin, K. and Naail Mohammed, K.A.M.I.L., (2018).** The measurement model of performance determinants: A case study of Islamic insurance (takaful) in Malaysia. *International Journal of Ethics and Systems*, 34(2), pp.166-185.
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N. and Lim, W.M., (2021).** How to conduct a bibliometric analysis: An overview and guidelines. *Journal of business research*, 133, pp.285-296.
- Duan, J., Wang, X., Brinsfield, C.T. and Liu, S., (2020).** How enhancing employee well-being can encourage voice behavior: A desire fulfillment perspective. *Human Performance*, 33(5), pp.425-446.
- Grant, A.M., Christianson, M.K. and Price, R.H., (2007).** Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *Academy of management perspectives*, 21(3), pp.51-63.
- Guerci, M., Hauff, S. and Gilardi, S., (2022).** High performance work practices and their associations with health, happiness and relational well-being: are there any tradeoffs?. *The International Journal of Human Resource Management*, 33(2), pp.329-359.
- Guest, D.E., (2017).** Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), pp.22-38.
- Hamar, B., Coberley, C., Pope, J.E. and Rula, E.Y., (2015).** Well-being improvement in a midsize employer: Changes in well-being, productivity, health risk, and perceived employer support after implementation of a well-being improvement strategy. *Journal of occupational and environmental medicine*, 57(4), pp.367-373.
- Hamilton Skurak, H., Malinen, S., Näswall, K. and Kuntz, J.C., (2021).** Employee wellbeing: The role of psychological detachment on the relationship between engagement and work–life conflict. *Economic and Industrial Democracy*, 42(1), pp.116-141.

- Hauff, S., Felfe, J. and Klug, K., (2022).** High-performance work practices, employee well-being, and supportive leadership: spillover mechanisms and boundary conditions between HRM and leadership behavior. *The International Journal of Human Resource Management*, 33(10), pp.2109-2137.
- Hauff, S., Krick, A., Klebe, L. and Felfe, J., (2022).** High-performance work practices and employee wellbeing—does health-oriented leadership make a difference?. *Frontiers in psychology*, 13, p.833028.
- Hendriks, M., Burger, M., Rijsenbilt, A., Pleeging, E. and Commandeur, H., (2020).** Virtuous leadership: a source of employee well-being and trust. *Management Research Review*, 43(8), pp.951-970.
- Hetrick, A.L., Mitchell, M.S., Villarosa-Hurlocker, M.C. and Sullivan, T.S., (2022).** The consequence of unethical leader behavior to employee well-being: Does support from the organization mitigate or exacerbate the stress experience?. *Human Performance*, 35(5), pp.323-344.
- Ho, H. and Kuvaas, B., (2020.)** Human resource management systems, employee well-being, and firm performance from the mutual gains and critical perspectives: The well-being paradox. *Human Resource Management*, 59(3), pp.235-253.
- Ho, T.C., Teo, P.C., Rizal, A.M., Kelana, B.W.Y. and Othman, R., (2022).** Well-Being In The Workplace: Unravelling The Determinants And Consequences Of Work Stress Presenteeism From The Perspective Of The Job Demands-Resources (Jd-R) Model. *Journal of Southwest Jiaotong University*, 57(3).
- Jiang, K., Lepak, D.P., Hu, J. and Baer, J.C., (2012).** How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of management Journal*, 55(6), pp.1264-1294.
- Khoreva, V. and Wechtler, H., (2018).** HR practices and employee performance: the mediating role of well-being. *Employee Relations*, 40(2), pp.227-243.
- Knight, C. and Haslam, S.A., (2010).** Your place or mine? Organizational identification and comfort as mediators of relationships between the managerial control of workspace and employees' satisfaction and well-being. *British Journal of Management*, 21(3), pp.717-735.
- Kundi, Y.M., Aboramadan, M., Elhamalawi, E.M. and Shahid, S., (2020).** Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*, 29(3), pp.736-754.
- Losada-Otalora, M., Peña-García, N. and Sánchez, I.D., (2020).** Interpersonal conflict at work and knowledge hiding in service organizations: the mediator role of employee well-being. *International Journal of Quality and Service Sciences*, 13(1), pp.63-90.
- Lu, Y., Zhang, M.M., Yang, M.M. and Wang, Y., (2023).** Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. *Human Resource Management*, 62(3), pp.331-353.
- Medina-Garrido, J.A., Biedma-Ferrer, J.M. and Ramos-Rodríguez, A.R., (2021).** Moderating effects of gender and family responsibilities on the relations between work–family policies and job performance. *The International Journal of Human Resource Management*, 32(5), pp.1006-1037.
- Nielsen, K., Nielsen, M.B., Ogbonnaya, C., Käsälä, M., Saari, E. and Isaksson, K., (2017).** Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & stress*, 31(2), pp.101-120.
- Oakman, J., Kinsman, N., Stuckey, R., Graham, M. and Weale, V., (2020).** A rapid review of mental and physical health effects of working at home: how do we optimise health?. *BMC public health*, 20, pp.1-13.
- Ogbonnaya, C., (2019).** Exploring possible trade-offs between organisational performance and employee well-being: The role of teamwork practices. *Human Resource Management Journal*, 29(3), pp.451-468.
- Intelligence, O.W., (2020).** As uncertainty remains, anxiety and stress reach a tipping point at work. *Oracle. com*.
- Ortiz-Bonnin, S., Blahopoulou, J., García-Buades, M.E. and Montañez-Juan, M., (2023).** Work-life balance satisfaction in crisis times: from luxury to necessity—The role of organization's responses during COVID-19 lockdown. *Personnel Review*, 52(4), pp.1033-1050.
- Page, K.M. and Vella-Brodrick, D.A., (2009).** The ‘what’, ‘why’ and ‘how’ of employee well-being: A new model. *Social indicators research*, 90, pp.441-458.

- Pang, D. and Ruch, W., (2019).** Fusing character strengths and mindfulness interventions: Benefits for job satisfaction and performance. *Journal of occupational health psychology*, 24(1), p.150.
- Qi, W., Enhua, H., Jiandong, S. and Hongmei, S., (2021).** Double-edged sword effect of high-performance work system on employee well-being—moderating effect of union practice. *Frontiers in Psychology*, 12, p.619345.
- Rafferty, A.E. and Jimmieson, N.L., (2017).** Subjective perceptions of organizational change and employee resistance to change: Direct and mediated relationships with employee well-being. *British Journal of Management*, 28(2), pp.248-264.
- Röllmann, L.F., Weiss, M. and Zacher, H., (2021).** Does voice benefit or harm occupational well-being? The role of job insecurity. *British Journal of Management*, 32(3), pp.708-724.
- Rusdi, Z.M. and Wibowo, A., (2022),** March. Mindfulness and Well-Being: A Bibliometric Analysis. In 7th Sriwijaya Economics, Accounting, and Business Conference (SEABC 2021) (pp. 141-146). Atlantis Press.
- Salas-Vallina, A., Alegre, J. and López-Cabrales, Á., (2021).** The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, 60(3), pp.333-347.
- Sarwar, H., Ishaq, M.I., Amin, A. and Ahmed, R., (2020).** Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison. *Journal of Sustainable Tourism*, 28(12), pp.2008-2026.
- Scheuch, I., Peters, N., Lohner, M.S., Muss, C., Aprea, C. and Fürstenau, B., (2021).** Resilience training programs in organizational contexts: A scoping review. *Frontiers in Psychology*, 12, p.733036.
- Sharma, P.K. and Kumra, R., (2022).** Examining the mediating role of work engagement on the relationship between workplace mindfulness and organizational justice and its association with well-being. *South Asian Journal of Business Studies*, 11(2), pp.129-148.
- Singh, D. and Malik, G., (2022).** A systematic and bibliometric review of the financial well-being: advancements in the current status and future research agenda. *International Journal of Bank Marketing*, 40(7), pp.1575-1609.
- Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž. and Rudinskaja, L., (2021).** The mediating effect of work-life balance on the relationship between work culture and employee well-being. *Journal of Business Economics and Management*, 22(4), pp.988-1007.
- Stoll, L., (2014).** A short history of wellbeing research. *Wellbeing: A complete reference guide*, pp.1-19.
- Sungu, L.J., Weng, Q. and Kitule, J.A., (2019).** When organizational support yields both performance and satisfaction: The role of performance ability in the lens of social exchange theory. *Personnel Review*, 48(6), pp.1410-1428.
- Uribe-xebarria, U., Garmendia, A. and Elorza, U., (2021).** Does employee participation matter? An empirical study on the effects of participation on well-being and organizational performance. *Central European Journal of Operations Research*, 29(4), pp.1397-1425.
- Van De Voorde, K., Paauwe, J. and Van Veldhoven, M., (2012).** Employee well-being and the HRM–organizational performance relationship: a review of quantitative studies. *International Journal of Management Reviews*, 14(4), pp.391-407.
- Wang, H., Zhang, Y. and Wan, M., (2022).** Linking high-performance work systems and employee well-being: A multilevel examination of the roles of organisation-based self-esteem and departmental formalisation. *Human Resource Management Journal*, 32(1), pp.92-116.
- Warr, P. and Nielsen, K., (2018).** Wellbeing and work performance. *Handbook of well-being*, pp.1-22.
- Wright, T.A. and Huang, C.C., (2012).** The many benefits of employee well-being in organizational research. *Journal of Organizational Behavior*, 33(8), pp.1188-1192.
- Yao, L., Li, P. and Wildy, H., (2021).** Health-promoting leadership: concept, measurement, and research framework. *Frontiers in psychology*, 12, p.602333.
- Yunita, P.I. and Saputra, I.G.N.W.H., (2019).** Millennial generation in accepting mutations: Impact on work stress and employee performance. *International journal of social sciences and humanities*, 3(1), pp.102-114

SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Dear Researcher,

We are pleased to announce the opportunity to submit your research paper for UGC Care Listed potential publication in the South Asian Journal of Management Research (SAJMR), an open-access, double blind referred peer-reviewed international journal published since 2009. SAJMR, published by CSIBER Press, Kolhapur, India, is committed to disseminating quality research articles, reviews, and perspectives that explore the business, technology, social work, and environmental sustainability in the contemporary era.

CSIBER www.siberindia.edu.in is a Higher Education Autonomous Institute known for its excellence in imparting teaching and research in Commerce, Management, Computer Studies, Environment, Social Work, and Economics. It holds the prestigious College with Potential for Excellence (CPE) status granted by the UGC, Government of India and has been re-accredited with an A+ Grade by the National Assessment and Accreditation Council (NAAC) in its 4th cycle, Government of India.

Aim and Scope

SAJMR encompasses a multidisciplinary approach, covering crucial domains such as Commerce and Management, Computer Studies, Environment Management, and Social Work. It is a biannual journal published in January and July. The journal follows a double blind peer-review process, ensuring the maintenance of high standards and the fair evaluation of submissions. We publish special issues of the journal too.

Frequency

Half yearly and special issues.

URL

To access the current issue and archives or to learn more about the journal guidelines, please visit:

<https://sites.google.com/siberindia.edu.in/sajmr/>

Paper Submission

To submit your manuscript, please adhere to the journal's guidelines and submit your paper via email to editorsajmr@siberindia.edu.in Once the papers accepted for publication, authors are required to submit the copyright of the paper to the publisher.

Paper Format

- Abstract
- Introduction
- Research Methodology
- Results and Discussions
- Conclusion
- References (Harvard, APA, Referencing Style)

We look forward to receiving your valuable contributions to the South Asian Journal of Management Research (SAJMR) and providing a platform for the dissemination of your research. Thank you for considering this invitation, and we appreciate your commitment to advancing knowledge in your field.

Best regards,

Dr. Pooja M. Patil

Editor,

South Asian Journal of Management Research (SAJMR), ISSN : ISSN-0974-763X

Chhatrapati Shahu Institute of Business Education & Research (CSIBER)

University Road, Kolhapur— 416004, Maharashtra, India

E-mail : editorsajmr@siberindia.edu.in

Website : www.siberindia.edu.in