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**A STUDY ON EVALUATING THE ROLE OF HUMAN
RESOURCES MANAGEMENT PRACTICES ON OVERALL
EMPLOYEE WELL-BEING**

Ms. Chintakikar Pallavi Pundlikrao¹ & Dr. H. W. Kulkarni²

¹Research Scholar, Department of Commerce, PG and Research Centre, Chhatrapati Shivaji Raju Mahavidyalaya, Udgir Dist, Latur. 413517, India.

²Research Guide, Department of Commerce PG and Research Centre, Chhatrapati Shivaji Raju Mahavidyalaya Udgir Dist, Latur 413517, India.

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Keywords	Abstract
HRM, Employee Well-Being, One Sample t-test.	The growing work pressures and changing work environments have increased concerns about employee stress and burnout, motivating this study to explore how HRM practices can effectively support and enhance overall employee well-being. Employee well-being is crucial for sustaining employee health, engagement, and long-term productivity, as it directly influences job satisfaction, performance, and organizational stability. The purpose of conducting this study is to evaluate the role of Human Resource Management Practices on Overall Employee Well-Being. The technique used for data analysis is One Sample t-test using R Studio. The findings of the study indicated that Better Work-Life Balance, Increased Engagement, Increased Employee Motivation, Enhanced Job Satisfaction, Reduced Stress and Burnout, Improved Mental Health, Job Security and Stability, Opportunities for



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	Career Growth, Job Enrichment, Promotes Positive Organizational Culture, Employee Empowerment, and Workplace Flexibility are significant role of HRM practices on Overall Employee Well-Being. Further Studies can be conducted by Applying Regression and Structural Equation model.
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1. INTRODUCTION

Employee well-being has become a focal point in the modern organizational research because it has a close connection with the performance of employees, their retention, and long-term organizational performance. Over the recent years, it has been argued that well-being is a multidimensional construct, which includes a psychological, physical, and social dimension of work life of employees. Nevertheless, even with the increasing academic interest, the scientific body of knowledge regarding employee well-being has been disseminated across the disciplines, definitions, and levels of analysis. Recent systematic reviews have highlighted the fact that despite the growing rapidity of employee well-being research, little integration of antecedents and mechanisms has been achieved, especially those related to organizational and managerial practices (Pandey et al., 2025). It is against this backdrop that Human Resource Management (HRM) practices have become salient organizational levers that can be used to affect the well-being of employees. The practice of HRM was traditionally judged by its contribution to organizational performance and efficiency. Recent studies, though, point out that the HRM systems define the work experiences and perceptions of employees on a daily basis and, thus, has both positive and negative effects on their well-being. Empirical studies have indicated that HRM practices can be effective job resources (developmental opportunities, participation, and support) or job demands that exaggerate work pressure, performance control, and role overload (Li et al., 2024).

1.1 Meaning:

Human Resource Management can be described as a regular method of managing individuals within an organization in a manner that facilitates the attainment of organizational objectives and at the same time satisfies the personal, professional and social needs of employees. It concentrates on attracting, developing, motivating and retaining employees in a manner that organizational effectiveness as well as wellbeing of the employees is improved.

“**Employee well-being** refers to the overall quality of an employee's experience at work, encompassing physical health, psychological state, emotional balance, social relationships, and the ability to manage work and personal life effectively. It reflects how employees feel about their work, workplace environment, and their capacity to function productively and sustainably over time.”

1.2 Definition:

Human Resource Management (HRM) “**Armstrong (2020)** defines Human Resource Management as a strategic, coherent, and integrated approach to the employment, development, and well-being of the individuals working in the organizations.”



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Table No: 1 Key HRM Practices Overview

HRM Practice	Description
Recruitment & Selection	The process of attracting, screening, and selecting qualified candidates for a job.
Training & Development	Providing employees with the skills, knowledge, and abilities they need to perform their job effectively and prepare for future roles.
Performance Management	Setting expectations, monitoring employee performance, providing feedback, and conducting evaluations.
Compensation & Benefits	Determining employee compensation (salary, bonuses, etc.) and managing benefits like health insurance, retirement plans, and paid time off.
Employee Relations	Ensuring good communication and relationships between employees and management, and handling grievances and conflicts.
Talent Management	Developing strategies to identify, develop, and retain high-potential employees.
Workforce Planning	Analysing the current workforce, forecasting future needs, and developing strategies to meet those needs, including recruitment and talent development.
Health & Safety	Ensuring a safe and healthy work environment by following regulations and providing resources to minimize workplace hazards.
Employee Engagement	Creating an environment where employees feel motivated, committed, and involved in their work.
Succession Planning	Identifying and developing future leaders within the organization to fill key roles in the event of turnover or retirement.
Diversity & Inclusion	Promoting a workplace that values diversity and ensures equal opportunities for all employees, regardless of their background.
Labor Relations	Managing the relationship between the organization and its workforce, including interactions with labour unions and collective bargaining processes.

Employee Well-Being

“As Warr (2020) defines, employee well-being can be described as the overall quality of employee experience and functioning at work, including psychological health, emotional stability, physical state, and the quality of social interactions in the place of work.”

“According to Pandey, Maheshwari, and Malik (2025), employee well-being refers to a multidimensional construct that incorporates mental, physical, and social levels of employees in the



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workplace and is determined by organizational practices, work conditions, and interpersonal relationships.”

Table No: 2 Key Dimensions of Employee Well-Being and Illustrative HRM Practices

Dimension of Employee Well-Being	Description	Illustrative HRM Practices Highlighted in Literature
Psychological Well-Being	Employees’ mental health, stress levels, and emotional balance at work.	Training and development, performance appraisal fairness, employee participation.
Physical Well-Being	Employees’ physical health and ability to perform work without strain.	Workload management, health and safety practices, flexible work arrangements.
Social Well-Being	Quality of interpersonal relationships and sense of belonging at work.	Team-based HR practices, grievance handling, leadership support.
Work–Life Well-Being	Balance between work responsibilities and personal life.	Leave policies, flexible scheduling, remote work support.

Research studies on high-performance work practices (HPWPs) also establish the duality of HRM practices relative to employee well-being. Although HPWPs have been linked to increased engagement, greater organizational identification, and lesser exposure to negative workplace behaviors, their performance would probably be influenced by situational circumstances including leadership style and people-management climate (Salin et al., 2023). As an example, health-oriented leadership has been identified as enhancing the beneficial impacts of HRM practices on the well-being of employees, which suggests that HRM systems do not work independently but rely on managerial behaviors (Hauff et al., 2022). The sustainable HRM is becoming a more popular concept in response to mounting concerns regarding the strain on workers and their sustainability in the workplace in the long term. Sustainable HRM focuses on the harmony between organizational and employee health, resilience, and social welfare. Recent research supports the fact that sustainable HRM practices positively influence employee resilience and work engagement, which affect the total well-being and align HRM with the values of the broader society (Lu et al., 2023). In the same line, sector-specific studies have revealed that sustainable HRM can address the well-being issues in high-stress working conditions, e.g. in education and the public services, especially in the post-pandemic environment (Buciuniene and Gostautaite, 2025).

In addition, the changes in the work arrangement like telework and the hybrid forms have also increased the applicability of the well-being-oriented HRM. It has been shown that well-being-



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related HRM practices are viable even when working remotely, although various aspects of well-being react to particular HRM domains differently (Gubernator et al., 2024).

2. REVIEW OF LITERATURE

Jada, U., Swain, D., et al. (2025) examined in their research study the role of advocating empowering leadership in any organisation to achieve employee well-being as the key to enduring the harmful role played by threatened organisational productivity. Findings of the multi-mediation model done on 328 executives working in eastern India based on private banks in India- showed that participative decision-making process is a rewarding effect of having freedom and autonomy. It emphasized the attainment of well-being among employees as a flow experience.

Bhoir, M. & Sinha, V. (2024) conveyed in their research study that it seeks to add value to the body of literature by assessing the progress in the HR practices of employee well-being (EWBHRPs) that lead to conceptualization and present a unified framework. This paper provides both theoretical and practical implications of organizations to establish a caring and providing HRM system that provides important employee wellbeing practices that can be practiced by managers and HR practitioners.

Tortia, E., Sacchetti, S., et al. (2022) described in their research study presenting the framework of the job demands and resources model and talks about the effects of sustainable HRM (SHRM) practices on organizational performance insofar as service quality and organizational innovation of social and care services are concerned. The findings indicate that practices of HRM associated with task autonomy, teamwork, and involvement have a positive impact on immaterial satisfaction, and conversely, immaterial satisfaction and project HRM practices related to involvement and workload favour performance.

Zhang, X, Lin, Z., et al. (2020) investigated in their research study the impacts of human resource management practices (HRMPs) such as ability practice, motivation practice and opportunity practice on employee well-being (EWB) such as life well-being, job well-being and psychological well-being in the Chinese cultural context. The results show that the impact of HRMPs on EWB is great and positive. The mediation of organizational justice in the correlation between HRMPs and EWB is mediated by integrity leadership.

Marescaux, E., De Winne, S., et al. (2019) investigated in their research study the relationship between developmental HRM (HR) practices and employee task performance, and incorporation of both the happiness (i.e. affective organizational commitment) and health related (i.e. exhaustion) as mediators. The findings highlight the importance of a configurational approach to HRM, well-being, and employee performance by considering the behaviour of line managers as a critical part of the HRM system, in addition to formal HRM practices.

Khoreva, V. & Wechtler, H. (2018) analysed in the research that the main aim is to understand the links of skill, motivation and opportunity enhancing dimensions of human resource (HR)



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practices and in-role and innovative job performance. These findings show that even though physical and social employee well-being partially mediate the relationship between skill- and opportunity-enriching HR practices and in-role job performance, psychological employee well-being partially mediate the relationship between motivation-enhancing HR practices and innovative job performance.

Veld, M. & Alfes, K. (2017) explored in the research study as it also serves to understand the connection between HRM and well-being, by testing both sides of the coin at once. it is argued that the results of this study point to a more positive view of HRM, organizations should know the critical pathway to improve employee well-being.

Guest, D. (2017) focused in the research study presenting a different model of HRM that puts a higher priority on the practices aimed at increasing well-being and favorable employment relationship and suggests that both are critical. The rationale is given to justify the selection of practices and to contend that they also have the capability of enhancing individual and organizational performance. It is hence another avenue to mutual benefits.

3. OBJECTIVES OF THE STUDY:

1. To evaluate the role of HRM practices on Overall Employee Well-being.
2. To provide recommendations **organizations and HR practitioners to enhance employee well-being through effective HRM practices.**

HYPOTHESIS:

H₀: The role of HRM practices on Overall Employee Well-being is insignificant.

H₁: The role of HRM practices on Overall Employee Well-being is significant.

4. RESEARCH METHODOLOGY:

Table No: 3 Research Methodology



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Aspect	Description
Research Design	Descriptive research design
Sector Covered	Information Technology (IT) Service Sector
Organization Type	Small-sized private sector company
Nature of Data	Primary and secondary data
Primary Data Collection	Structured questionnaire
Sampling Technique	Non-probability purposive sampling
Sample Size	150 employees from the IT sector
Sample Size Justification	Adequacy supported by methodological insights for robust and reliable results (Pirani, 2024)
Statistical Tool Used	Parametric one-sample t-test
Software Used	R Studio

5. DATA ANALYSIS AND INTERPRETATION:

Table No: 4 one sample t test

Strategies	t value	P value	Result
Better Work-Life Balance	14.31	0.000	Significant
Increased Engagement	15.22	0.000	Significant
Increased Employee Motivation	14.25	0.000	Significant
Enhanced Job Satisfaction	16.14	0.000	Significant
Reduced Stress and Burnout	14.35	0.000	Significant
Improved Mental Health	13.12	0.000	Significant
Job Security and Stability	14.10	0.000	Significant



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Opportunities for Career Growth	15.45	0.000	Significant
Job Enrichment	14.35	0.000	Significant
Promotes Positive Organizational Culture	14.23	0.000	Significant
Employee Empowerment	15.42	0.000	Significant
Workplace Flexibility	14.11	0.000	Significant

The outcomes of the one sample t-test shows that the HRM practices have a statistically significant impact on the overall wellbeing of the employees in all dimensions examined. The t values of all the strategies were high (between 13.12 and 16.14) and the p value was 0.000, which is significant at the 5 per cent level. This implies that the employees hold a strong feeling that the HRM practices have a positive impact on their work-related experiences and wellbeing outcomes. The t values of improved job satisfaction (t = 16.14) and career growth prospects (t = 15.45) were the highest of all dimensions and show that the HRM initiatives regarding the career development, career advancement opportunities, and meaningful work design have a particularly significant impact on the employee well-being. On the same note, higher employee engagement (t = 15.22) and employee empowerment (t = 15.42) show that participative and inclusive HRM practices are very high in helping employees to feel psychologically engaged and in control at the workplace.

The results also emphasize the significance of the HRM practices in promoting mental and emotional well-being of the employees. Some of these strategies like reduced stress and burnout, better mental health, and better work-life balance all demonstrate strong statistical significance, indicating the success of HR policies to manage the workload, flexibility, and accommodating work settings. Moreover, meaningful findings on the role of job security and employment stability and flexibility indicate that secure jobs and flexible working setups are crucial in maintaining the well-being of employees. On the whole, it is possible to conclude that the relevance of all strategies is similar, which means that the overall HRM activities help to promote a positive organizational culture, make jobs more meaningful, and improve the well-being of individuals and organizations. These findings confirm the topicality of professionally developed HRM systems in facilitating sustainable employee welfare and justify the necessity of companies to consider holistic and people-centered HRM practices.



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6. CONCLUSION:

Results of the research demonstrate that the Human Resource Management practices are important in improving the overall employee well-being in the organizations. Employees understand HRM programs as the means of supporting the creation of favorable work environment, which supports the balance between the work and personal life, emotional and mental health, and positive attitudes to the work. Engagement, motivation, empowerment, and job enrichment practices seem to play a significant role in the purpose of the employees, their satisfaction, and the sense of belonging to the workplace. The particular role of HRM practices in minimizing stress and burnout in the workplace is also shown in the study by promoting flexibility, offering career development goals, and a feeling of security and stability. Through such practices, the employees would feel appreciated and supported which consequently develops a good organizational culture and enhances general harmony at the workplace. The focus on people-oriented and development-oriented HRM has been a result of the increased demand of organizations to proceed beyond the transactional personnel management into more comprehensive and holistic well-being-oriented approaches.

Finally, the research confirms that good HRM practices lie at the heart of promoting long-term organizational health and sustainable employee well-being. By ensuring that HR policies match with the psychological, social and work-life needs of the employees, then organizations are able to produce strong workforces that will be able to perform at a high level even when their well-being is at a higher level. The results emphasize the topicality of implementing holistic and people-oriented HRM systems as a strategic agenda in modern organizational environments.

7. SUGGESTIONS:

Companies can think of becoming more holistic and human-focused in the way they engage in their HRM activities to improve the overall well-being of employees. Importance can be on reinforcing work-life balance programs, encouraging flexibility in the workplace and coming up with supportive policies that can enable employees to overcome work related stress. The HR departments can also pay attention to the employee engagement and empowerment through promotion of participative decisions, open communication, and equitable performance appraisal mechanisms. Career development and the process of continuous learning will also be useful in motivating employees and make them feel secure and valued in the organization. Moreover, positive organizational culture, which is supported by the supportive leadership, grievance redressal systems, and team-oriented practices can also work to further support the indefinite well-being of employees and organizational performance in the long-term.

8. AUTHOR(S) CONTRIBUTION

The writers affirm that they have no connections to, or engagement with, any group or body that provides financial or non-financial assistance for the topics or resources covered in this manuscript.



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9. CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

10. PLAGIARISM POLICY

All authors declare that any kind of violation of plagiarism, copyright and ethical matters will take care by all authors. Journal and editors are not liable for aforesaid matters.

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