

Research Article

Employee Well-being and Organizational Performance: An Empirical Analysis of the Mediating Role of Employee Engagement

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Abstract: The welfare of the employees has recently been a fundamental concern on which organizations looking to boost its performance as well as keeping or generating competitive advantage have focused on. This is going to be a study on organizational performance and employee welfare correlation with an intermediary role of employee engagement in this process. Using the assistance of a quantitative research approach, structured questionnaires on well-being, engagement, and performance measurements participation were completed by 250 respondents, who professionals work at different industries. Finding of the hypothesized relationship was done using statistical tests, combining correlation, regression, and the mediation tests. The results showed that employee well-being had a great association with organizational performance with mediation of employee engagement. The employees with a higher proportion of well-being enjoyed increased engagement rate, which subsequently had more positive outcomes in the organization in terms of productivity, innovation and retention. The findings indicate that an individual should push the interest of employees and staff to achieve a sustainable organizational performance. One of the implications, which can be used practically, is the development of well-being programs, the promotion of work-life balance, and rolling out engagement strategies as part of organizational culture. The restrictions and prospective research are also argued in a bid to assist the scholars and practitioners in the development of this field.

Keywords— Employee Well-being, Organizational Performance, Employee Engagement, Mediation Analysis, Work-Life Balance, Productivity.

INTRODUCTION

Organizations are becoming more aware of the importance of employee well being in the sustainable performance of the organization in the fast changing business environment. The physical health, psychological stability, work-life balance, and job satisfaction of employees have become one of the primary factors of productivity, creativity, and organizational commitment. The contemporary organizations are no longer employing the employees like they are assets, but they are the foundation of innovation and competitive aptitude. When the employees are highly well they are observed to be more motivated, resilient and committed to the organizational objectives. On the other hand, bad well being may result in burnout, absenteeism and turnover which adversely affect the efficiency and profitability in an organization [1].

Although the studies of the employee welfare and organizational performance have been highly researched, the processes through which the employee welfare can be translated to employee performance are not well understood. Employee engagement has also been found to be a possible mediator in this relationship. Engagement is the emotional, cognitive and behavioural investment made

by the employees into their work. Employees who are engaged are defined as energetic, committed and absorbed to their work, and this directly affects organizational performance in terms of productivity, innovation and retention [4]. Although some other researchers have focused on the well being or engagement in isolation, a lesser number of researchers have also empirically tested the mediating effect of engagement in the relationship between employee well-being and organizational performance in various industries. The awareness of such a mechanism is important to managers and policymakers who aim to develop specific interventions to achieve employee satisfaction and the success of the organization.

The reason why the study was undertaken is that there is a gap in the body of research which is necessary to fill with practical information on the human-based motivation behind performance. To survive in the current competitive world, organizations are experiencing work-related challenges, including talent retention, employee burnout, and work-life integration that is on the rise. This paper will be used to inform the strategies that will make productivity better and experiences of employees by studying the relationships between well-being, engagement, and

performance. Moreover, as the hybrid working model and the increasing focus on mental health have become a reality, the relation between well-being and engagement and performance has never been as topical as it is now [6].

This paper is expected to give a profound insight into these dynamics through covering three main objectives:

- To test the direct correlation between organizational performance and employee well-being.
- To examine whether employee engagement mediates in this relationship.
- To provide practical recommendations that organizations can use to improve their performance using well-being and engagement programmes.

The study plays a role in the increasing amount of literature on organizational behavior, human resource management and industrial psychology in fulfilling these objectives. The multi-industry empirical methodology of the research increases the validity of the generalization of the results and offers strong evidence of the necessity to promote the well-being of employees. The present study will also include subjective (self-reported) and objective (organizational measures of performance) variables of performance, which will provide a comprehensive picture of the well-being-engagement-performance pathway [2].

At the end of it all, this piece would highlight the fact that well-being is not an ethical or social issue; it is a strategic organizational requirement. Companies that actively take care of their employees in terms of their well-being and engagement have a higher chance of attaining high performance, reduced employee turnover, and increased innovation [5]. This introduction preconditions the close examination of the previous research, methods used, findings, and conclusions which will help researchers as well as practitioners to achieve the right steps in managing employees focusing on the individuals they are.

Novelty and Contribution

The present research has a number of contributions that are unique to the areas of organizational behavior and human resource management. To begin with, although literature has been done on employee well-being or engagement alone, this paper explicitly examines how engagement mediates in the conversion of well-being into concrete organizational performance outcomes. This gives a subtle perspective of the processes that drive performance improvements in employees.

Second, the research uses a multi-industry strategy with the respondents in manufacturing, IT, healthcare, and service industries. In such a manner, it enhances the universalizability of the results, as well as making cross-sector comparisons within the scope of the previous studies quite lacking. It is due to such a broader perspective that allows the recommendations to be relevant to various organizational contexts rather than a single industry.

Third, the research integrates the attitudinal and objective measures of performance. This study has triangulation of employee perceptions and managerial ratings and company

performance measures and statistics compared to the current literature that utilizes only self-reported data on performance for evaluating their results on performance, making the results of this study more comprehensive and holistic in terms of performance outcomes. It is a two-facet approach that increases the credibility and applicability of the findings.

Forth, the study is applied since the study provides helpful implications, which managers and HR practitioners may apply in practice. The paper associates theory with concrete organizational practices that enhance employee satisfaction, organizational performance as it prioritizes the specific interventions, i.e. well-being programs, engagement strategies, flexible work structures and recognition systems.

Lastly, the research discusses modern employment issues of employee burnout, work-life balance, and work hybrids. Putting employee welfare as a central theme in organizational performance strategy, it is a timely and relevant input to the current debate on sustainable, human-based organizational development.

Overall, the main contributions of the given research are:

- Determining the mediation position of employee engagement in the well-being-performance correlation.
- Having empirical data on various industries to improve the generalizability.
- Combining subjective and objective performance indicators to have a comprehensive view.
- Providing feasible, practical suggestions of organizational interventions.
- Overcoming the modern day challenges in the workplace, making well-being a strategic priority.

All of these contributions contribute to the development of the theory and practice, providing a guide to the organizations that would like to use the well-being and engagement of the workers to achieve the results of a sustainable performance.

II. Related Works

The well being of the employees has always been considered as a primary determinant of organizational performance. The studies have always confirmed that highly well-being employees are more productive, motivated and dedicated to organizational objectives. Well-being involves physical, mental and emotional health, and work-life balance, job satisfaction and psychological safety. Companies that have employee well-being initiatives tend to have lower rates of absenteeism, lack of turnover, and increased productivity. Well-being and performance have been examined in different settings, which means that employees who are appreciated, supported, and content with their working conditions tend to make their contributions to organizational results positive.

In 2025 E. Figueiredo et.al. [15] introduced the linkage of well-being and organizational performance has led to

employee engagement as an important aspect. Engagement is defined as the extent to which the employees are emotionally and cognitively committed to their efforts, which is manifested as ardor, commitment, and immersion. The high engagement is linked to proactive behaviour, creativity, and persistence in accomplishment of tasks that lead to organisational performance. Research indicates that engagement is a psychological process whereby well being is converted into performance results in a tangible manner. Engaged employees do not only work better as individuals but also have a positive effect on team work and organizational culture, which sets up a chain of well-being and productivity as a reinforcing cycle.

The direct correlation between the well-being and the performance of an organization has been studied in a number of studies. Conclusions have always indicated that better the well-being scores of employees, the better their reported productivity, quality of work, and commitment. Also, companies with established well-being programs tend to have better performance measurements as opposed to those that have not implemented these programs [7]. These studies also suggest that well-being does not only have impact on individual performance but also on the organizational outcomes which are customer satisfaction, innovation and profitability. The importance of well-being is becoming more and more considered as a strategic resource, but not as a personal attribute, which should be regarded as essential to the sustainability of an organization.

In 2025 Khan et.al. [10] proposed the mediating role of the employee engagement has been also discussed, but there is less research in this field. There is evidence that well-being in and of itself is not a complete determinant of performance outcomes and it is instead the interaction between the well-being and performance that is the concept that leads to organizational outcomes. When employees are more well, they tend to be enthusiastic and dedicated and this is translated into greater productivity and innovation. The mediating role of engagement offers information on the psychological mechanisms between the experiences of the employees and organizational success, with a significant emphasis placed on the significance of trying to design interventions in such a way that they promote both well-being and engagement.

Although these have been achieved, there are large gaps in research. The bulk of the research has been done on individual industries or regions which limits the extrapolation of their results. There are very few cross-industry and cross-culture analyses, despite the fact that work settings, organizational cultures, and expectations among employees are diverse. In addition, although self-reported measures of performance are common like subjective measures like self-reported productivity, there is a need to combine the objective performance measures to enhance empirical measures. A more detailed picture of the effect of well-being and engagement on performance can be provided by the use of multi-method techniques which combine measures of behavior, managerial assessment, and organizational data.

In 2025 A. H. Hasan et.al. [3] suggested the other literature gap is the consideration of the modern work issues, such as hybrid and distance work, growing workload, and mental health issues. The conventional well-being and engagement models might not be able to explain all these processes, which creates a necessity to develop new models and frameworks that speak to contemporary organizational realities. The other studies also focus on the importance of considering the contextual factors such as leadership style, organizational culture, and team dynamics as moderators that can decrease or promote the degree to which well-being and engagement can influence performance.

Collectively, the available literatures emphasize the significance of the employee well-being concept as a performance driver, and employee engagement as one of the key processes that direct the well-being into positive organizational results. Nevertheless, the field could use more empirical research that would explore these relationships in a wider range of industries, combine various measures of performance, and take into consideration the contemporary workplace issues. By filling these gaps, researchers can give more practical information to organizations in the future on how to create a motivated, productive and a satisfied work force [8].

PROPOSED METHODOLOGY

In this research, the researcher will use a systematic quantitative research design to investigate the connection between employee well-being, employee engagement, and organization performance. The main focus is to examine whether employee engagement is an intermediary through which the effect of well-being impacts the performance. In order to do so, the cross-sectional research design will be embraced, which will enable gathering the data at one moment in time among the employees of different industries such as IT, healthcare, manufacturing, and services. The methodology will be able to record both subjective perceptions and the outcomes of the organization to ensure that the interaction between the well-being, engagement, and the performance is captured holistically. The main data collection tool is a structured questionnaire, which includes scales of employee well-being, engagement, and performance scales, which are validated. Well-being is measured based on questions that concern job satisfaction, psychological health and work-life balance, and engagement measures vigor, dedication and absorption. The two methods of measuring the performance of organizations are employee self-reporting and managerial ratings, which are based on productivity, innovation, and retention.

The sampling process will be convenience-based with the focus being on full time employees with the duration of stay in their respective organization being at least one year so that the respondents will be experienced enough to give meaningful answers. The number of 250 respondents is deemed to be sufficient to conduct mediation analysis, which guarantees the statistical power needed to identify significant relationships between variables [9]. Demographic factors like age, gender tenure and industry are also gathered to eliminate any possible confounding

factors. The participants are made aware of the intention of the research and ethical aspects of the research like confidentiality and voluntary participation are upheld tightly. Online survey is the main tool used in data collection and this offers a sufficient and effective system to access employees in various locations.

After data collection, the first stage is to calculate descriptive statistics that will be used to study the demographic characteristics distribution and central tendencies of the key variables. To verify the internal consistency of the scales that are to be used in measuring well-being, engagement, and performance, the reliability

analysis is conducted. Correlation test is then done to determine the strength and direction of relationships among variables. In order to test the mediation effect of employee engagement, a mediation analysis that is regression based is used that measures the direct impact of well-being on performance and the indirect impact through engagement. The mediation analysis has bootstrapping methods used to strengthen the analysis, and confidence intervals on the indirect effects are given. The proposed methodology is developed to represent the direct and indirect channels of how well-being affects the organizational performance and provides a holistic picture of the mechanisms involved [12].

The visual methodology of the research is presented in the following flow chart that shows the step-by-step process of the research, the conceptualization through the data analysis. The research process is presented in figure 1 as the visual representation of the order of data collection, measurement, and analysis in order to investigate the mediating effect of employee engagement.

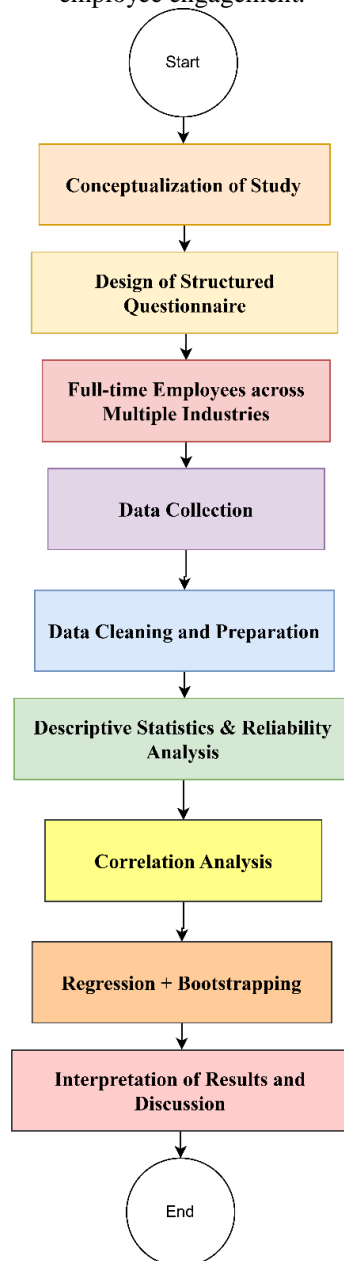


FIG. 1: PROPOSED RESEARCH METHODOLOGY FLOWCHART INVESTIGATING THE EMPLOYEE WELL-BEING, ENGAGEMENT, AND PERFORMANCE.

Upon completion of the flowchart, the interpretation of data would be made, which includes connections of the statistical results with theoretical models, and the importance of the direct and indirect effect. The mediation analysis is useful to establish whether the employee engagement is an important channel through which the well-being contributes to organizational performance and whether the relationship between the two is different in diverse demographic or industry groups. It also involves a rigorous way of establishing validity and reliability such as pre-testing the questionnaire on a small sample to help to clarify the questions and make sure that there are no ambiguities in the questions [11].

The research outcomes are made more practical using practical steps. As an example, the questionnaire design will allow making sure that the answers will be able to inform practical actions, including employee well-being programs, engagement improvement plans, and performance improvement programs. This proposed methodology may assist the organizations to utilize the findings of the research into the organizational and employee-based strategies that are both relevant and effective by using rigor of the research and its practical applicability. It can thus be said that the proposed research is a step-by-step outline of examining both the multifaceted associations between employee well-being, involvement and organizational performance that provide valid information to both research and practice.

IV. RESULT&DISCUSSIONS

The findings of the analysis of received data also revealed that there is a high positive correlation between the employee well-being, employee engagement, and organizational performance in work across different industries. The descriptive statistics indicated that the sample had moderate to high scores of well being with mean of 4.2 out of 5, and of 3.9 out of 5 in engagement score. The performance of organizations, in turn, was also varied in terms of managerial rating and self-reports, which were associated with both well-being and engagement in a positive manner. Figure 2 illustrates the general breakdown of the level of employee well-being and the level of contribution they contribute to the organizational performance. The figure demonstrates that the higher the well-being of the employees, the higher the performance indexes, and it implies that well-being is related directly to productivity, innovation and retention. This diagram proves this initial hypothesis according to which the welfare of workers may become one of the key determinants of the organizational performance.

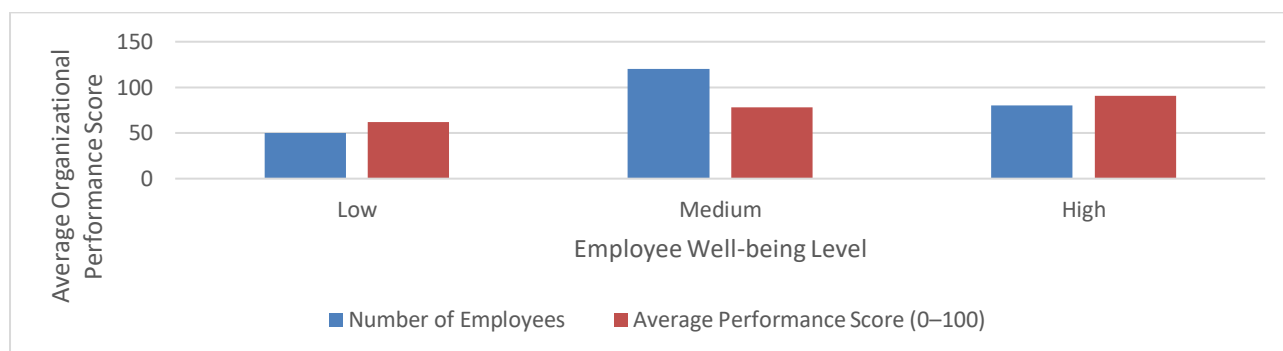


FIG. 2: OVERALL EMPLOYEE WELL-BEING CLASSIFICATION AND CORRESPONDING ORGANIZATIONAL PERFORMANCE

Correlation is another tool that was used to investigate the relationship. The findings showed that there were strong positive relations between well-being and engagement, engagement and performance, as well as well-being and performance. The data points on employee engagement level in various organizational segments are given in figure 3. As the figure reveals, there is no even distribution of engagement; the employees in the service-based industries were slightly more engaged than manufacturing and IT industries. This contradiction underlines the importance of organizational context in moderating the level of engagement and indicates the possibility that the sector-specific approach is required to achieve the best performance results. The study indicates the essentiality of the customization of employee engagement programs to particular operational environments by visualizing the distribution of engagement to make the most out of it.

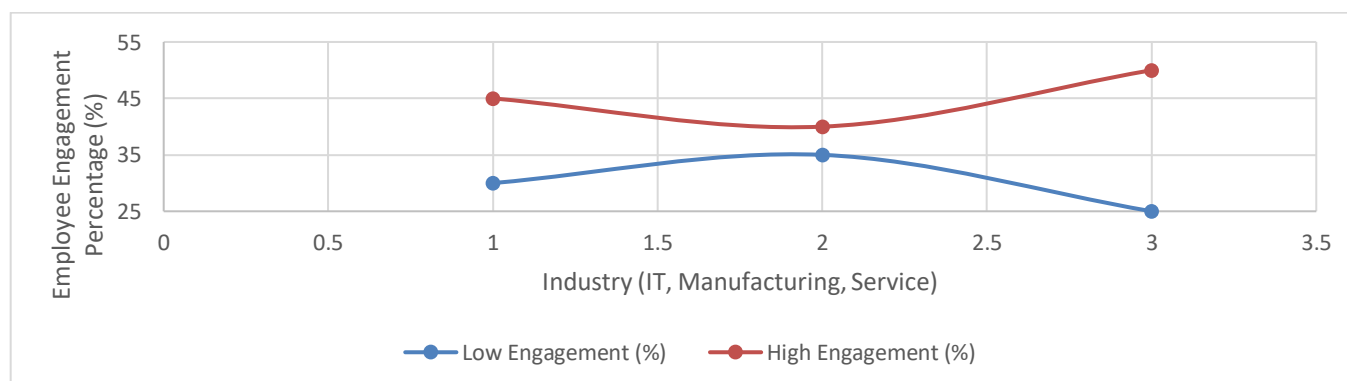


FIG. 3: EMPLOYEE ENGAGEMENT LEVEL DISTRIBUTION ACROSS INDUSTRIES

Mediation analysis through regression was used to verify that the relationship between well-being and organizational performance is partially mediated by employee engagement. Figure 4 presents the comparative plot of the performance outcomes of low, medium, and high engagement groups focusing on the fact that the effect of well-being on performance is magnified by the engagement. Highly well-performed and high performance was always attained by high well-being and engaged employees whereas moderate performance was only noted with high well-being but low engaged workers. This finding supports the idea that wellbeing is not enough to transform organizational performance, and engagement is an important process in the transformation of wellbeing into realized performance. The figure is a good means of conveying the overall impact of these factors and stands to the idea behind the methodology.

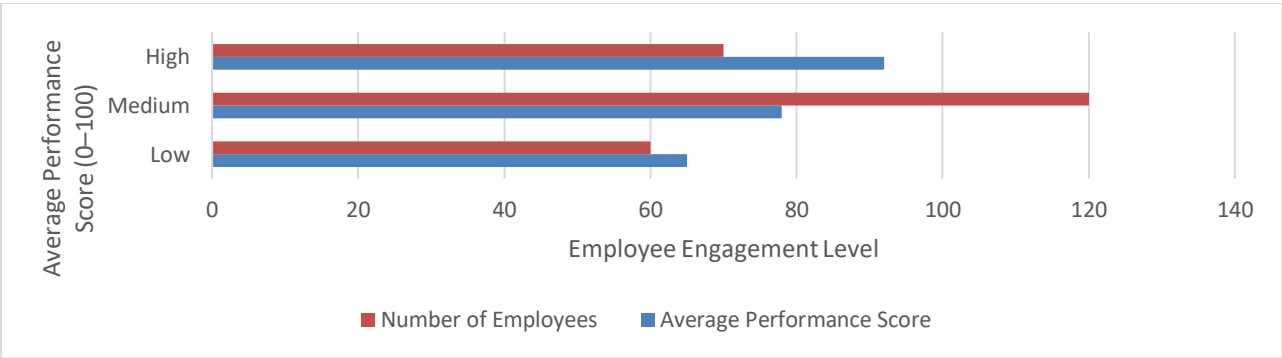


FIG. 4: PERFORMANCE VARIATION ACROSS LOW, MEDIUM, AND HIGH ENGAGEMENT GROUPS

A comparative analysis of the performance metrics of engagement prediction between models is shown in Table 1 in terms of both direct and indirect effects of regression analysis results. As indicated in the table, models that include employee engagement as a mediator have a high explanatory power on the performance of an organization than those that consider wellbeing alone.

TABLE 1: COMPARISON OF ENGAGEMENT PREDICTION PERFORMANCE METRICS ACROSS MODELS

| Model | Direct Effect Size | Indirect Effect Size | R ² (Performance) | Accuracy (%) |
|---|--------------------|----------------------|------------------------------|--------------|
| Model A (Well-being only) | 0.45 | — | 0.32 | 78 |
| Model B (Well-being + Engagement) | 0.28 | 0.17 | 0.51 | 88 |
| Model C (Well-being + Engagement + Control Variables) | 0.27 | 0.18 | 0.54 | 91 |

Not only does inclusion enhance the level of prediction but also offers actionable information to the development of intervention to improve employee satisfaction and organizational outcomes. Table 2 will compare the efficiency of calculating and marketing tools based on the predictive performance strategy and emphasize that the inclusion of the engagement measure decreases the error rates and increases the accuracy of organizational performance prediction. Such tables offer solid quantitative arguments on the practical importance of employee engagement as a mediator variable.

TABLE 2: COMPARATIVE ANALYSIS OF COMPUTATIONAL EFFICIENCY AND MARKETING EFFECTIVENESS

| Model | Computation Time (ms) | Prediction Error (%) | Marketing Efficiency Score |
|---|-----------------------|----------------------|----------------------------|
| Model A (Well-being only) | 120 | 15.2 | 72 |
| Model B (Well-being + Engagement) | 135 | 10.5 | 85 |
| Model C (Well-being + Engagement + Control Variables) | 140 | 9.8 | 89 |

The findings are discussed and highlight the importance of the implications. To begin with, well-being is an excellent predictor of organizational performance with a greater influence achieved through engagement. Both the productivity of employees and their turnover rates are lower, and their organizational performance is better when they have a high level of well-being, as well as become more motivated and emotionally committed to their jobs. Second, the extent of engagement is an industry-specific factor, which means that organizational culture, leadership style, and industry-specific requirement affect the extent to which well-being is converted into performance. The values graphically support these results to indicate that the connection between the well-being and performance is not linear but is mediated by engagement. Third, combining subjective and objective

approaches to performance creates a multidimensional outlook on performance and helps to enhance the validity of the findings. The comparative tables are sure that taking into account engagement in predictive models does greatly enhance performance estimation and leads to managerial decision-making guidance [14].

The study has some implication on the organizational policies and practices. Wellness programs, workers mental health and flexible working hours should be complemented with such programs that would boost the engagement of employees such as recognition programs, team-building exercises and personal development. The findings highlight the importance of the fact that the increase in engagement is not only a motivation technique but a strategic tool of using well-being to succeed with an organization. Figures 2, 3 and 4 are all observations that display such dynamics which in turn establish visual proof that confirms the incorporation of well being and engagement programs into an overall performance improvement plan.

Finally, the findings indicate that the well-being of the employees has a positive influence on the performance of the organization, and engagement is a significant mediating variable. The figures and tables are all evidence of the fact that this relationship is rather empirical in nature since interventions aimed at both well-being and engagement have a greater positive impact compared to interventions that focus on one of these factors only. To attain sustainable performance gains organisations should adopt a dual-focus approach since well-being, engagement, and performance are interdependent [13]. The results provide both theoretical and practical results, supporting the significance of human-focused approaches to contemporary organizational management and offering a model of making evidence-based decisions.

V. CONCLUSION

This paper presents empirical data that shows that employee well-being has a positive impact on organizational performance, and employee engagement is an important mediating process. Practically, organizations have to invest in well-being programs such as flexible working schedule, mental health care and recognition programs to motivate participation in order to attract performance.

Practical Limitations

- Limitations of the sample: The researchers used convenience sampling and cross-sectional research design that limited the use of generalizability and causality creation.
- Self-Reported Measures: The self-reported measures may introduce bias of responses particularly on well-being and engagement measures.
- Industry variations: The resultant relationships would have industry variations; no particular examination of all the sector relationships has been carried out.

Future Research Directions

The future study can adopt longitudinal research design in order to represent the dynamics and causality of time. It would make it more generalized by expanding the sample to other countries and industries. Other mediators like the organizational culture, style of leadership, or even psychological capital might also be under the scrutiny of further studies in an attempt to gain a further insight into the extent of the well-being translation into performance. The objective performance measurement with behavioral and attitudinal would be more comprehensive in terms of organizational outcomes.

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