FMDB *Transactions on Sustainable Management Letters*

Examining the Role of Holistic Well-Being in Enhancing Employee Engagement: Industrial Revolution 4.0 Era

V. Josephine Lourdes De Rose[1,*], V. Julee[2]

[1,2]Department of Commerce, Holy Cross College (Autonomous), Theppakulam, Tiruchirappalli, Tamil Nadu, India.
josephinelourdesderose@hcctrichy.ac.in[1], srjulee@gmail.com[2]

Abstract: Employee engagement, which describes employees' excitement and attention to their jobs, is a concept whose research emphasises the psychological factors that promote or impede employees' full participation in their roles. This proposed research aims to examine the many dimensions of employee well-being —physical, social, mental, and financial —to determine their combined impact on workplace engagement. This study included the selection of 400 workers from medium- and large-sized enterprises registered with the DIC, Karnataka, India. A quantitative methodology was used, using descriptive statistics, correlation, and regression analysis to examine the link between employee well-being and engagement. The findings demonstrate that all aspects of well-being significantly impact employee engagement, with mental and physical well-being being the most powerful factors. Mental well-being is shown to be the most significant element among them, followed by physical, social, and financial well-being. The regression analysis indicates that these aspects significantly influence employee engagement, and organisations need to prioritise a comprehensive well-being strategy to improve engagement and overall organisational performance. The research highlights the need to create comprehensive well-being programs that cater to workers' diverse needs, thereby enhancing workforce engagement and productivity.

Keywords: Quantitative Methodology; Employee Engagement; Physical Well-Being; Mental Well-Being; Employee Organisations; Workplace Engagement; Organisational Performance.

Received on: 20/08/2024, **Revised on:** 10/11/2024, **Accepted on:** 20/01/2025, **Published on:** 07/06/2025

Journal Homepage: https://www.fmdbpub.com/user/journals/details/FTSML

DOI: https://doi.org/10.69888/FTSML.2025.000421

Cite as: V. J. L. De Rose and V. Julee, "Examining the Role of Holistic Well-Being in Enhancing Employee Engagement: Industrial Revolution 4.0 Era," *FMDB Transactions on Sustainable Management Letters*, vol. 3, no. 2, pp. 78–85, 2025.

1. Introduction

Employee engagement thus emerges as a crucial determinant in an organisation: more engaged employees are associated with higher levels of productivity and innovation, as well as organisational commitment. The dynamics between employees and employers in current workplaces create continuous change, which influences different dimensions of wellbeing and, in turn, determines the degree of engagement [15]. Long-term employee performance and organisational commitment are built on well-being, encompassing physical, social, mental, and financial dimensions [10]. The interdependence of these well-being dimensions underscores their cumulative impact on engagement, underscoring the need for an integrated approach to employee support [8].

Physical well-being, defined as the absence of illness and the presence of health-promoting behaviours, is fundamental to employee engagement [13]. Employees who enjoy robust physical health are less likely to experience absenteeism, fatigue, and

*Corresponding author.

job dissatisfaction, which are critical barriers to engagement [20]. Organisations that invest in wellness programs, ergonomic workplace design, and healthcare access have higher employee engagement [3]. For example, Johnson and Johnson's employee wellness program has shown a 58% decrease in absenteeism and a 30% increase in productivity [12]. This evidence underscores the tangible benefits of promoting physical well-being in the workplace.

Social well-being is described as the quality of interpersonal relationships and a sense of belonging. Employee engagement is influenced significantly by this concept [1]. Workplace relationships have fostered teamwork, trust, and supportiveness, all of which are vital to engagement in an organisation. According to research, connected employees are more likely to be engaged, have lower turnover intentions, and have increased job satisfaction [7]. Furthermore, supportive management practices, along with team-building events, contribute to an inclusive culture that enhances social well-being. It can be argued that social well-being plays an essential role in organisations such as Google, which prioritise psychological safety. Team cohesion has become an integral aspect of its journey to increase engagement, as posited by Edmondson [9].

In this sense, mental well-being involves emotional strength, stress and psychological stability. Employee engagement is intrinsically intertwined with mental well-being. The more productive employees are, the healthier their mental health, keeping them focused and showing positive behaviours [14]. Stress and burnout, however, deter engagement due to work overload and a lack of support. In its report, the World Health Organisation estimates that, globally, mental health issues translate to a loss of US$1 trillion every year in terms of productivity, as of 2022. Organisations that have implemented mental health interventions, such as counselling services and mindfulness programs, have seen significant improvements in employee engagement. For instance, PwC's emphasis on mental health awareness has improved employee satisfaction and retention [5].

Financial well-being has been considered a strong predictor of employee engagement because it involves being in control of one's financial affairs and making provisions for future needs [17]. Cognitive functioning, decision-making, and overall performance are adversely affected by financial stress, thus reducing engagement [11]. By offering effective salaries, financial literacy curricula, and retirement planning, employers can provide employees with a comfortable position; thus, the work environment is more engaging, according to Lusardi and Mitchell [19]. According to SHRM 2021, 70% of participants who were asked whether addressing their financial well-being through employers increased their employee engagement said "yes". This reflects that financial well-being also matters in the workplace.

The interplay between the dimensions shows the holistic nature of well-being, which has a collective impact on employee engagement [2]. These dimensions, taken individually, contribute to the overall engagement. Still, the interplay creates a synergistic effect that amplifies overall influence, thereby calling for an integrated approach to well-being [16]. Organisations that have adopted the holistic approach to well-being, such as Microsoft's "Employee First" initiative, have seen significant increases in engagement, innovation, and organisational resilience [4]. In addition, the COVID-19 pandemic has underscored the importance of holistic well-being, as remote work and economic insecurity have heightened the need for more comprehensive support for employees [18].

Research indicates that organisations that have focused on holistic well-being tend to have increased employee loyalty, lower turnover, and higher profitability. This study is consistent with the Job Demands-Resources model, which posits that through resources such as well-being support, job demands are reduced and engagement is increased. In addition, self-determination theory shows that autonomy, competence, and relatedness are key factors in well-being, essential for intrinsic motivation and engagement [6]. These theoretical approaches highlight the foundational role of holistic well-being in influencing employee engagement. Overall, understanding and exploring the role of holistic well-being in improving employee engagement is key to addressing modern-day workplace challenges. This study aims to contribute to the growing literature by exploring the complex relationships between physical, social, mental, and financial well-being and their collective influence on engagement. The findings are expected to provide actionable insights for organisations seeking to foster a culture of well-being and engagement in an increasingly complex and dynamic work environment.

1.1. Objectives of the Study

- To know the influences of the physical, social, mental, and financial dimensions of employee well-being on overall employee engagement.
- To study the collective role of holistic well-being dimensions in fostering enhanced workplace engagement.

2. Significance of the Study

Employee engagement remains a critical determinant of organisational success, directly influencing productivity, innovations, and employee retention [2]. The study's focus on understanding the influence of the physical, social, mental, and financial well-being dimensions on employee engagement addresses a significant research gap in holistic assessments of workplace factors.

While much research has focused on each dimension of well-being independently, few studies have examined how these dimensions together influence employee engagement, which is especially crucial in contemporary workplaces where needs are multidimensional [13].

Physical well-being ensures that employees stay fit and healthy by reducing absenteeism and maintaining an appropriate level of energy to boost engagement [12]. Social well-being fosters a sense of belonging and colleagues' trust, ultimately leading to psychological safety at work and a collaborative context [9]. Better mental well-being, with less-stressful, more emotionally resilient personnel, directly impacts employees' ability to stay focused and engaged [5]. Moreover, financial well-being, often neglected, is an important factor in reducing anxiety about financial matters, thereby allowing employees to focus on their work [17].

The study is highly relevant to today's dynamic workplace environment, where challenges such as remote work, economic uncertainty, and increased workplace stress are prevalent [18]. It offers a timely exploration of how the dimensions of well-being interplay and collectively affect engagement, a relevant concern for organisations seeking to remain competitive in a fast-changing global environment [14]. The research's holistic lens recognises that aspects of well-being are interconnected, transcending a soloed approach to employee health and engagement [4].

Moreover, the study highlights the practical implications of promoting holistic well-being, including increased organisational commitment, reduced turnover, and improved job performance [3]. It encourages organisations to design comprehensive well-being programs that address employees' diverse needs, ultimately fostering an engaged workforce aligned with strategic objectives. As organisations increasingly recognise the role of engagement in driving innovation and competitiveness, this research provides valuable insights into evidence-based interventions to foster a supportive and thriving work environment [19].

This study also fills a critical gap in understanding how integrated approaches can amplify engagement outcomes compared to addressing well-being dimensions in isolation. This is because this research addresses the collective role of well-being dimensions [15]. The research findings have tremendous implications for HR professionals and organisational leaders in developing policies that align employee well-being with organisational goals [7]. Furthermore, the insights gained will empower policymakers to create supportive frameworks that enhance workforce sustainability and resilience [8]. In a nutshell, the study bridges the theoretical and practical realms by offering a comprehensive exploration of how holistic well-being can transform the employee engagement paradigm. The findings are expected to provide actionable strategies for organisations to navigate the challenges of the contemporary work environment, while fostering a culture of inclusivity, support, and a commitment to high performance [16].

3. Methodology and Materials

The proposed study uses a quantitative approach to evaluate the influence of physical, social, mental, and financial dimensions of Employee Well-being on Employee Engagement. Sample size was selected purposively from about 400 employees in medium- and large-scale organisations in Karnataka, India, who had participated in well-being programs for at least 6 months (May 2024 to October 2024). Data were collected using a self-administered questionnaire measuring the four dimensions of well-being and employee engagement. The dimensions of well-being were assessed using established scales: physical well-being (health and vitality), social well-being (workplace relationships), mental well-being (stress and emotional resilience), and financial well-being (financial security).

Employee engagement was measured through job satisfaction and motivation. Descriptive statistics summarised the data, and Pearson's correlation analysis was used to examine the relationships among the dimensions of well-being and engagement. Regression analysis determined the collective role of different dimensions of well-being in predicting engagement. Reliability and validity tests were used to ensure robust measurement. This research seeks to help organisations better foster employee engagement to improve employee well-being across multiple dimensions.

3.1. Analysis and Interpretation

The demographic data of the respondents is shown in Table 1. The majority of responders are aged 31 to 40 years (35%), followed by those aged 20 to 30 years and 41 to 50 years (25% each). Most of them are men (64%) and have a Bachelor's degree (58%). Almost half of the respondents (48.25%) have 5 to 10 years of experience, and many (40%) work in technical jobs. Sixty per cent of respondents are married, and 40 per cent earn between ₹3,00,000 and ₹6,00,000 per year.

Table 1: Demographic information of the respondents

Parameter	Category	N	Percentage
Age	20 to 30 years	100	25.00%
	31 to 40 years	140	35.00%
	41 to 50 years	100	25.00%
	51 to 60 years	60	15.00%
Gender	Male	256	64.00%
	Female	144	36.00%
Education Level	SSLC	40	10.00%
	PUC	80	20.00%
	Bachelor Degree	230	58.00%
	Master Degree	50	12.00%
Years of Experience	Less than 5 years	49	12.25%
	5-10 years	193	48.25%
	More than 10 years	158	39.50%
Job Roles	Administrative	80	20.00%
	Technical (Lab)	160	40.00%
	Managerial	120	30.00%
	Other*	40	10.00%
Marital Status	Single	160	40.00%
	Married	240	60.00%
Income Level	Below ₹3,00,000	120	30.00%
	₹3,00,000 to ₹6,00,000	160	40.00%
	Above ₹6,00,000	120	30.00%

Source: Field Survey

The pie chart shows how many men and women answered the question. It shows that 64% of respondents were men and 36% were women. This shows that the survey sample is mostly male, with about two-thirds of respondents being male. The figure clearly shows that the dataset is not balanced by gender (Figure 1).

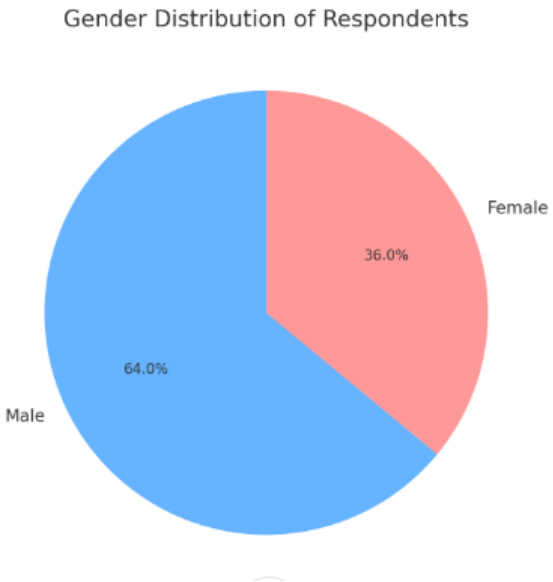

Figure 1: Gender-wise Distribution of Respondents

Table 2 shows a descriptive analysis of the main variables. The mean values range from 3.68 to 4.1, indicating that people generally gave high scores across all factors. The mean for employee involvement is the highest (4.1), and the standard deviation is the lowest (0.55), indicating that most people agreed with it. All variables exhibit slight negative skewness and kurtosis within acceptable ranges, indicating a very normal distribution.

Table 2: Descriptive analysis

Variable	Mean	Standard Deviation (SD)	Skewness	Kurtosis
Physical Well-being	3.85	0.67	-0.25	-0.58
Social Well-being	3.92	0.6	-0.3	-0.51
Mental Well-being	3.8	0.72	-0.19	-0.72
Financial Well-being	3.68	0.75	-0.04	-0.8
Employee Engagement	4.1	0.55	-0.31	-0.45

Source: Field Survey/SPSS

Table 3 shows the Cronbach's Alpha values used to assess reliability. The coefficients range from 0.75 to 0.90, indicating good to great internal consistency. Employee engagement shows the highest reliability ($\alpha = 0.90$), indicating it is very consistent. The reliability of financial well-being ($\alpha = 0.79$) is still adequate. Mental well-being shows strong consistency ($\alpha = 0.87$), thereby ensuring data reliability.

Table 3: Cronbach analysis

Variable	Number of Items	Cronbach's Alpha	Interpretation
Physical Well-being	5	0.82	Acceptable consistency
Social Well-being	4	0.75	Acceptable consistency
Mental Well-being	6	0.87	Good consistency
Financial Well-being	5	0.79	Acceptable consistency
Employee Engagement	7	0.9	Excellent consistency

Source: Field Survey/SPSS

Table 4 displays the correlation analysis across various dimensions. All variables exhibit a positive correlation and are statistically significant at the 0.01 level. The most significant correlation exists between mental well-being and employee engagement (r = 0.78*), followed by the correlation between social and mental well-being (r = 0.75*). The results show that increasing employee engagement is directly associated with improvements in well-being dimensions.

Table 4: Correlation analysis

Dimension	Physical Well-being	Social Well-being	Mental Well-being	Financial Well-being	Employee Engagement
Physical Well-being	1	0.65**	0.72**	0.55**	0.70**
Social Well-being	0.65**	1	0.75**	0.60**	0.68**
Mental Well-being	0.72**	0.75**	1	0.65**	0.78**
Financial Well-being	0.55**	0.60**	0.65**	1	0.62**
Employee Engagement	0.70**	0.68**	0.78**	0.62**	1

Source: Field Survey/SPSS

Table 5 shows the results of the multiple regression analysis of well-being dimensions. The results indicate that physical, social, mental, and financial well-being substantially affect overall well-being. The standardised coefficient for mental well-being is the highest ($\beta = 0.35$, $t = 5.5$, $p = 0.000$), indicating the greatest effect. Physical well-being ($\beta = 0.27$) and social well-being ($\beta = 0.21$) also provide a favourable and significant contribution. The model accounts for 62% of the variance ($R^2 = 0.62$), indicating a robust predictive link among the well-being indicators.

Table 5: Multiple regression analysis of well-being dimensions

Predictor Variables	Unstandardized Coefficients (B)	Standardised Coefficients (β)	t-Value	p-Value	R^2
Physical Well-being	0.34	0.27	4.3	0	0.62
Social Well-being	0.24	0.21	3.8	0.001	
Mental Well-being	0.41	0.35	5.5	0	
Financial Well-being	0.19	0.18	3.1	0.002	
Constant	0.8				

Source: Field Survey/SPSS

4. Findings and Discussion

Table 1 provides demographic information about respondents. Distribution is shown for various parameters. As for age, the largest group of respondents falls between 31 and 40 years (35.00%), followed by 20 to 30 years (25.00%). The 41 to 50 years and 51 to 60 years' categories have 25.00% and 15.00% of the sample, respectively. Regarding gender, the sample includes a higher proportion of male respondents (64.00%) compared to female respondents (36.00%). The education level is predominantly skewed towards individuals holding a Bachelor's degree (58.00%), with smaller proportions holding Master's degrees (12.00%) and SSLC (10.00%). As for years of experience, nearly half of the respondents (48.25%) have 5-10 years, 39.50% have more than 10, and 12.25% have less than 5. The job roles in the sample are primarily technical (lab) (40.00%), followed by managerial (30.00%) and administrative (20.00%), with a small group categorised as other (10.00%). About marital status, the most respondents are married at 60.00% while single at 40.00%. Income level is reasonably distributed, with 40.00% of respondents falling in the bracket between ₹3,00,000 and ₹6,00,000, and 30.00% in both brackets below ₹3,00,000 and above ₹6,00,000. Such demographic details give a broad background of the diversity of respondents within the sample.

Table 2 illustrates the descriptive statistics for variables in the research study. The mean scores for each dimension of well-being and employee engagement suggest moderate to high levels of the constructs. Physical well-being has a mean of 3.85 and a SD of 0.67, indicating a relatively higher perception of physical health, but some variation among respondents. Social well-being has a slightly higher mean of 3.92 and a lower SD of 0.60, suggesting a more coherent perception of social health. The mean for mental well-being is 3.80, with a standard deviation of 0.72, indicating that individuals generally have good mental health with noticeable variation. The lowest mean is for financial well-being, with a mean of 3.68 and an SD of 0.75. Thus, it indicates some imbalance in respondents' perceptions towards financial security. The highest mean score for employee engagement, 4.1, and a low standard deviation of 0.55 indicate that employees are highly engaged and their responses are relatively consistent across the sample. The skewness and kurtosis values indicate that the data for all variables are approximately normally distributed, as the values are close to zero, suggesting none of the variables exhibit extreme skewness or kurtosis.

Table 3 presents the results of the Cronbach's Alpha analysis, which is the internal consistency of the scales used to measure each dimension. Physical well-being has an internal consistency of 0.82, indicating good internal consistency. Social well-being is 0.75, which is also at acceptable levels. Mental well-being is 0.87, which is classified as good consistency; this indicates that the items in this construct are very reliable. The Financial Well-Being Scale has a coefficient alpha of 0.79, indicating acceptable consistency, while the Employee Engagement Scale has a coefficient alpha of 0.90, indicating excellent internal consistency. Therefore, the results indicate that all the scales used for each dimension are reliable and can be used for further analysis in the study.

Table 4 shows the correlation matrix between the dimensions of well-being and employee engagement. All the correlations between the well-being dimensions and employee engagement are positive and significant. Physical well-being is strongly correlated with Employee Engagement ($r = 0.70$, $p < 0.01$), indicating that increases in physical well-being are associated with higher employee engagement. Similarly, Social well-being shows a strong positive correlation with Employee Engagement ($r = 0.68$, $p < 0.01$), suggesting that a better social environment at work enhances engagement. Amongst them, mental well-being demonstrates a strong correlation with Employee Engagement ($r = 0.78$, $p < 0.01$). These results indicate a significant, direct influence of the individual's mental health on employee engagement. Next, financial well-being showed a positive association with Employee Engagement ($r = 0.62$, $p < 0.01$), though with somewhat lesser strength. These show that across all dimensions, all have an impact on creating Employee Engagement, but there was a stronger impact on well-being related to mental health.

Table 5 reports the regression analysis used to test the influence of different dimensions of well-being on employee engagement. All the dimensions of well-being are significant predictors of employee engagement, with Mental well-being having the highest impact ($\beta = 0.35$, $t = 5.5$, $p = 0.000$). This highlights that mental well-being contributes most to enhancing employee engagement. Physical well-being was the most significant predictor of employee engagement with a regression coefficient of $\beta = 0.27$, $t = 4.3$, $p = 0.000$. This is followed by Social well-being ($\beta = 0.21$, $t = 3.8$, $p = 0.001$), then Financial well-being ($\beta = 0.18$, $t = 3.1$, $p = 0.002$). The overall R^2 value is 0.62, indicating that the four dimensions of well-being explain 62% of the variance in employee engagement. The adjusted R^2 value shows that the model fits the data really well and is robust. This study implies that enhancing diverse aspects of well-being might significantly boost employee engagement, with mental and physical well-being emerging as the most influential factors.

5. Conclusion

In summary, this paper has explored the different aspects of well-being —physical, social, mental, and financial — and their influence on employee engagement. According to the findings, each type of well-being has significant implications for employee engagement, while mental and physical well-being stand out as the most powerful influencers. Employees who have

better mental health and are physically healthier tend to be more engaged in their jobs. The study also highlights the role of social and financial well-being in fostering a productive and engaged workforce, although the impact is slightly less than that of mental well-being.

The research shows that, in all its forms, improving employees' well-being is important for increasing engagement levels. This has practical implications for organisations, as investment in employees' holistic well-being may lead to improvements in work performance, job satisfaction, and the organisation's overall success. The strong internal consistency of the measurement scales confirms that the constructs used in the study are reliable and provide valid insights into the relationships between well-being and engagement. It underlines the importance of considering employees' mental health, overall health, and social and financial security. All these can lead to a more engaged and motivated workforce. Organisations can therefore use these findings to design comprehensive well-being programs that address all these dimensions, thereby supporting the long-term success and sustainability of the organisation.

5.1. Implications of the Study

The implications of this study are important for both academic research and practical applications within organisations. From an academic perspective, the study contributes to understanding the multidimensional nature of employee well-being and its influence on engagement. It reinforces the importance of holistic approaches to employee engagement by integrating physical, social, mental, and financial well-being as key drivers of engagement. This adds new evidence to existing studies that the different dimensions of well-being are not only interlinked but also contribute together to enhance employee engagement. For practitioners and organisational leaders, the findings point to the need for holistic employee well-being initiatives that cover all aspects of well-being.

Organisations must realise that a work environment that supports employees' physical health, mental health, social connections, and financial security can lead to higher levels of engagement. This could lead to higher job satisfaction, productivity, and reduced turnover. Furthermore, the research reveals that employee well-being programs offer strategic value; they can be used as a strategic investment that allows organisations to enhance their overall performance in the long run by improving employee morale and loyalty. It also gives the impression that organisations need to develop well-being programs that best address their employees' specific needs so that they can feel comfortable with their work and personal lives. Overall, this research offers very useful insights that can guide the development of targeted policies and practices to enhance employee engagement, with consequent better outcomes for both employees and organisations.

Acknowledgement: We sincerely thank Holy Cross College (Autonomous) for their constant support and encouragement throughout this research. We also extend our gratitude to all contributors and collaborators for their valuable insights and assistance.

Data Availability Statement: The data supporting the findings of this study are available from the corresponding author upon reasonable request. All authors agree to provide relevant data in accordance with institutional and ethical guidelines.

Funding Statement: This research received no specific grant from any funding agency, whether public, commercial, or not-for-profit. All authors contributed to the study voluntarily.

Conflicts of Interest Statement: The authors declare that there are no known financial, professional, or personal conflicts of interest that could have influenced the conduct, analysis, or reporting of this research.

Ethics and Consent Statement: This study strictly followed ethical research standards. Participants were fully informed about the study's purpose and procedures, provided written consent, and were assured of confidentiality and anonymity. All personal data were handled in compliance with the Data Privacy Act of 2012. The authors jointly ensured that ethical principles were maintained throughout the research process.

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