



A Study on Human Resource Policies on Employee Well-being in Corporate Firms: A Special Reference in Chennai

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Abstract

The present study examined the effect of human resource policies on employee well-being and organizational environment among employees in corporate firms in Chennai. The study considered the sample size of 300 employees working in various corporate firms. The demographic analysis reveals a diverse workforce based on gender, age, marital status, education, experience, and salary levels. Factor analysis identified four components like workplace relationships, flexible work arrangements, career development, and inclusivity as significant contributors to employee well-being. Regression analysis validates its impact; it explains significant variance in employee well-being. The Friedman chi-square test further highlights the influence of human resource policies on the organizational environment. Career advancement opportunities, compensation structures, recognition programs, and leadership support rank highest in importance. Stability, growth, and inclusivity appear as main factors in the organizational environment. The study emphasized the importance of strategic human resource policies towards the development of a supportive organizational culture, enhancement of employee well-being, and promotion of an inclusive and growth-oriented corporate environment.

Key Words: HR Policies, Employee, Well-being, Organizational Environment, Corporate Firms.

1. Introduction

Human resource policies have effective task in determining the well-being of employees, which is essential for the success of any organization. Employee well-being encompasses various dimensions, which consists of physical, mental, emotional, and social health, all of which significantly impact productivity, job satisfaction, and overall organizational performance. In corporate firms, where employees often navigate high-pressure environments, rapidly changing workplace dynamics, and technological advancements, thoughtfully designed human resource policies are fundamental in developing a supportive and inclusive work culture. The main aspects of human resource policies promoting employee well-being is the focus on maintaining a healthy work-life balance. Flexible work arrangements, such as remote work options, flexible hours, and compressed workweeks, allow employees to better manage personal and professional responsibilities. These initiatives not only reduce burnout but also enhance overall job satisfaction, contribute to a healthier and more balanced work environment. The employee well-being is highly connected with satisfied work environment, eventually, better work environment will boost wellbeing of employees. Therefore, conducting human resource policies will enhance employee wellbeing in the workplace. In addition to that wellbeing produces more productivity and loyalty among employees within the organization. It is the motive behind in wide adoption of employee wellbeing activities in the workplace.



Health and wellness programs have become a noteworthy constituent of human resource policies aimed at well-being. Corporate firms are increasingly implementing initiatives such as fitness programs, mental health support, and routine health check-ups. Access to counseling services, stress management workshops, and mindfulness training equips employees with the tools needed to navigate workplace challenges effectively, improving their mental resilience and overall productivity. Career development opportunities form another essential aspect of human resource policies. Establishment of avenues for skill enhancement, training programs, and mentorship develops employee growth and satisfaction. Employees feel supported in their professional aspirations, they exhibit higher levels of engagement and loyalty to the organization. Inclusivity and diversity initiatives also play a vital role in promoting employee well-being. Human resource policies that ensure equal opportunities, tackle workplace discrimination, and celebrate cultural diversity create a positive and respectful environment, developing a sense of belonging among employees.

Regular employee engagement through surveys, feedback mechanisms, and open communication channels enables organizations to understand and tackle employee concerns. Policies that incorporate employee feedback into organizational decisions reinforce a culture where employees feel valued and respected, further enhancing their well-being. However, implementing human resource policies for employee well-being comes with challenges. Limited budgets, resistance to change, and inadequate awareness about employee needs can hinder the effectiveness of these policies. Additionally, some organizations prioritize short-term profitability over long-term investments in employee welfare, resulting in insufficient support systems. Despite these challenges, arrange employee well-being through comprehensive human resource policies yields significant benefits for organizations. Enhanced employee satisfaction and morale translate into increased productivity, reduced turnover, and a more committed workforce. Furthermore, organizations that prioritize well-being strengthen their employer branding, attracting top talent and building a positive reputation within the industry. As workforce expectations evolve, organizations must adapt their policies to tackle emerging challenges and provide holistic support for employees. Focus on work-life balance, health initiatives, inclusivity, and career growth, corporate firms can establish a work environment where employees thrive, ensuring long-term success and competitiveness. In today's corporate sector, developing employee well-being is not just a necessity but a strategic priority that aligns human capital with organizational goals.

Human Resource Policies: It acts as an outline that guides the management of employees in an organization. These policies outline the organization's stance on various aspects of employment, such as recruitment, training, performance evaluation, compensation, and workplace conduct. Well-structured human resource policies ensure consistency, fairness, and compliance with legal regulations, creating a balanced work environment. They define the roles and responsibilities of both employers and employees, developing a sense of clarity and direction. Human resource policies are essential in promoting employee engagement and satisfaction. Provision of essential areas such as equal opportunities, workplace safety, and benefits, they contribute to creating a positive workplace culture. Policies related to flexible work arrangements, parental leave, and professional development reflect an organization's commitment to employee well-being. Furthermore, they act as a foundation for resolving conflicts and grievances effectively, minimizing workplace disruptions. At present business world, human resource policies must be dynamic and adaptable to meet evolving workforce expectations. Integration of technology,



diversity and inclusion strategies, and sustainability initiatives into human resource frameworks are vital for staying relevant. Organizations that prioritize innovative and employee-centric human resource policies position themselves to attract and retain top talent, enhancing their competitiveness. Eventually, human resource policies not only support operational efficiency but also align organizational goals with employee satisfaction and well-being.

Employee Well-being: Employee well-being encompasses the holistic physical, mental, emotional, and social health of individuals within the workplace. A focus on well-being develops a positive work environment where employees feel valued and supported, ultimately driving productivity and organizational success. Physical well-being initiatives often include ergonomic workplace designs, health and fitness programs, and access to healthcare services. It proves that healthy snacks, gym memberships, or on-site fitness facilities encourages employees to prioritize their physical health. Mental well-being programs, such as stress management workshops, access to counseling services, and mental health awareness campaigns, tackle the challenges of workplace stress and anxiety. Emotional well-being initiatives promote positive interpersonal relationships and a sense of purpose. Regular recognition and appreciation programs, team-building activities, and open communication channels contribute to a more connected and motivated workforce. Social well-being initiatives, such as inclusivity programs and cultural celebrations, develop a sense of belonging and collaboration among employees. Organizations benefit significantly from investing in employee well-being. Higher levels of satisfaction and morale result in increased productivity and reduced absenteeism. A well-supported workforce is also less likely to experience burnout, enhancing retention rates. Moreover, focusing on well-being improves employer branding, making the organization an attractive place to work.

Organizational Environment: The organizational environment refers to the internal and external factors that have effect on organization's operations, culture, and performance. Internally, it encompasses workplace culture, management style, communication practices, and employee relationships, while externally, it includes market conditions, industry competition, and regulatory frameworks. A conducive organizational environment is essential for developing employee satisfaction, productivity, and overall business success. A positive organizational environment promotes collaboration, innovation, and accountability. Clear communication channels and transparent management practices establish trust and alignment between employees and leadership. An open culture where feedback is encouraged ensures that employee concerns are tackled promptly, creating a harmonious workplace. Inclusive practices that respect diversity and provide equal opportunities develop a sense of belonging and engagement among employees. A supportive organizational environment also includes access to resources that enable employees to perform their tasks effectively. It includes up-to-date technology, training programs, and clear job expectations. It makes opportunities for career development further motivates employees to contribute their best efforts, enhancing overall organizational performance. Externally, familiarizing yourself with market changes and maintaining compliance with regulations ensures stability and resilience. Organizations that are agile in tackling external challenges, such as economic shifts or industry disruptions, maintain a competitive edge.

2. Problem Statement

Human resource policies serve as a main framework for managing employee welfare, yet the effectiveness of these policies in ensuring employee well-being often varies across



organizations. In the corporate sector employees face significant stressors, including long working hours, high performance expectations, and limited work-life balance. These challenges can negatively impact their mental, physical, and emotional well-being, lead to reduced productivity, increased attrition, and low morale. Despite the growing awareness of employee welfare, many corporate firms fail to implement comprehensive human resource policies that tackle these challenges effectively. The problem is further compounded by the growing nature of work environments, characterized by digital transformation and hybrid work models. These changes demand flexible human resource policies that prioritize employee well-being, yet many organizations struggle to adapt. The existing studies have explored general human resource practices; limited studies focus on their direct impact on employee well-being in corporate firms located in Chennai. The study aimed to tackle this gap by analyzing the relationship between human resource policies and employee well-being within the context of corporate sectors. It evaluates how human resource initiatives like flexible work arrangements, workplace inclusivity, career development, and employee support programs influence overall well-being and productivity. Acquaintance on such aspects are important for designing effective policies that align organizational goals with employee welfare, ensuring a sustainable and harmonious work environment.

3. Need for the Study

The well-being of employees is a cornerstone of organizational success, making it imperative for corporate firms to establish human resource policies that enhance workforce wellbeing. In Chennai, a rapidly growing corporate hub, employees face unique challenges such as urban commuting stress, competitive work environments, and adapting to dynamic workplace trends. These issues show the urgent need for human resource policies that tackle both individual and organizational needs, ensuring a balanced and productive workforce. Although many organizations recognize the importance of employee well-being, they often fall short in implementing strategies that yield tangible benefits. The disconnect can lead to higher employee turnover, decreased engagement, and reduced organizational performance. In an era where employee well-being is increasingly linked to corporate sustainability, tackling such gap is highly required. The study seeks to bridge this void by examining how human resource policies impact employee well-being in corporate firms in Chennai. It aims to highlight the role of initiatives such as flexible schedules, mental health support, inclusive measures, and career growth opportunities in developing employee well-being. The findings will help organizations design specific human resource strategies that effectively respond to the specific challenges faced by their workforce.

4. Review of Literature

Human resource policies significantly develop the dynamics of employee well-being and the organizational environment. The association of human resource policies with employee needs develops a supportive workplace culture, enhancing both individual and organizational outcomes (Nihlani and Chhabda, 2024). The interaction between human resource policies, employee well-being, and the organizational environment, emphasizes their mutual influence. Human resource policies safeguard and enhance employee well-being through various facets such as physical health, mental health, and work-life balance (Logasakthi and Rajagopal, 2020). Policies on flexible working arrangements, healthcare benefits, and stress management programs create a robust foundation for employee satisfaction (Anitha and Sridharan, 2024). Flexible work schedules allow employees to manage personal responsibilities while maintaining productivity, reducing stress and



absenteeism. Employee assistance programs designed to tackle mental health issues have shown a direct impact on employee morale and retention rates (Karpagam et al., 2024). Organizations that prioritize well-being policies report higher levels of engagement and lower turnover. Furthermore, initiatives like career development programs and continuous learning opportunities not only enhance professional growth but also contribute to a sense of purpose and fulfillment among employees (Tao et al., 2016). Organizations with a healthy work environment and well-structured human resource policies also experience enhanced innovation and adaptability. Employees in such settings are more likely to collaborate effectively, share knowledge, and embrace change, driving organizational growth (Nithish and Kannan, 2024).

Human resource policies that promote diversity and inclusion further boost emotional and social well-being. Creation of a culture of respect and equal opportunity, these policies ensure that employees feel valued and appreciated, which translates to improved performance and loyalty. The importance on well-being in human resource frameworks thus creates a sustainable competitive advantage for organizations (Obeidat and Yaqbeh, 2023). The organizational environment is profoundly influenced by the structure and implementation of human resource policies. Transparent and fair policies develop trust between employees and management, cultivating an open and collaborative culture. The importance of performance management systems that emphasize constructive feedback and recognition (Das and Rajini, 2024). These systems encourage accountability and motivate employees to align their efforts with organizational goals. Clear and well-communicated human resource policies establish expectations and reduce ambiguity in workplace practices, contributing to a more stable and productive environment (Yadav, 2020). Recruitment and onboarding policies that prioritize cultural fit ensure that new hires align with organizational values, strengthens the workplace culture (Saravanakumar and Akilandeswari, 2017). Additionally, policies tackling workplace safety and grievance handling promote a secure and inclusive environment, reducing conflicts and enhancing overall harmony. A supportive environment amplifies the benefits of well-being initiatives, while employee well-being contributes to a positive workplace culture (Shivani and Stepheno, 2024).

5. Research Objectives

The study is initiated with the objectives given below.

1. To analyze the demographic profile of employees working in corporate firms in Chennai.
2. To examine the impact of human resource policies on employee well-being in corporate firms.
3. To investigate the effect of human resource policies on organizational environment.

6. Research Methodology

The study investigates the impact of human resource policies on employee well-being in corporate firms in Chennai. A structured questionnaire is employed to collect data from employees working in corporate firms. The questionnaire is self-administered and includes closed-ended questions designed to measure key variables using appropriate scaling methods for reliable data collection. A descriptive research design is used to examine the relationship between human resource policies and employee well-being. The approach is chosen to describe the characteristics and interconnections of the selected variables comprehensively. The sampling methodology involves random sampling, specifically simple random sampling, given the finite population. A



sample size of 300 corporate employees is selected to warrant the findings are representative of the larger population. The questionnaire includes variables related to human resource policies and employee well-being, incorporating items that reflect workplace relationships, flexible work arrangements, career development opportunities, and inclusive measures. The questionnaire employs a Likert scale ranging from 1 to 5, where 1 indicates strong agreement, and 5 indicates strong disagreement. The scaling method facilitates the quantification of responses and ensures consistency across variables. Collected data is analyzed using descriptive statistics, regression, factor analysis, and the Friedman chi-square test.

7. Results and Discussions

7.1. Analysis of Demographic Profile

The demographic profile of employees is assessed, and the results are presented in Table 1.

Table 1: Demographic Profile

Profile	Distribution	Number	Percentage
Gender	Male	167	55.67%
	Female	133	44.33%
Age	Below 30 years	148	49.33%
	30 – 50 years	95	31.67%
	Above 50 years	57	19.00%
Marital Status	Married	183	61.00%
	Unmarried	117	39.00%
Educational Qualification	Graduate	107	35.67%
	Postgraduate	44	14.66%
	Professional	149	49.67%
Monthly Salary	Less than Rs.50,000	176	58.67%
	Rs.50,000–Rs.100,000	89	29.67%
	Above Rs.100,000	35	11.66%
Experience	Below 5 years	133	44.33%
	5–10 years	105	35.00%
	Above 10 years	62	20.67%
Designation	Entry level	124	41.33%
	Senior level	119	39.67%
	Managerial level	57	19.00%

Source: Primary Data

Table 1 discloses the demographic profile of employees in corporate firms. The gender distribution shows that 55.67% of employees are male, while 44.33% are female. In terms of age, 49.33% of employees are below 30 years, 31.67% are between 30 and 50 years, and 19.00% are above 50 years. Marital status reveals that 61.00% of employees are married, whereas 39.00% are unmarried. Educational qualifications show that 35.67% of employees are graduates, 14.66% are postgraduates, and 49.67% hold professional certifications. Regarding work experience, 44.33% of employees have less than 5 years of experience, 35.00% have 5–10 years, and 20.67% have more than 10 years. Designation indicates that 41.33% of employees are at the entry level, 39.67%



are in senior-level roles, and 19.00% are in managerial positions. Monthly salary shows that 58.67% of employees earn less than Rs.50,000, 29.67% earn between Rs.50,000 and Rs.100,000, and 11.66% earn more than Rs.100,000. The demographic profile highlights that the diversity and composition of employees in corporate firms, which provided a foundation for assessing their well-being and aligning human resource policies accordingly.

7.2. Impact of Human Resource Policies on Employee Well-being

The impact of human resource policies on employee well-being in the workplace has been assessed through factor analysis and regression. The variables considered include workplace relationships, flexible work arrangements, career development, and inclusive measures as key independent factors impacting employee well-being. The following hypotheses are offered to test.

Hypotheses

H₀: Workplace relationships, flexible work arrangements, career development, and inclusivity measures do not significantly impact employee well-being.

H₁: Workplace relationships, flexible work arrangements, career development, and inclusive measures significantly impact employee well-being.

The results of the Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity are presented in Table 2.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.928
Bartlett's Test of Sphericity	Approx. Chi-Square	752.19
	Df	105
	Sig.	.000

Source: Primary Data

Table 2 presents the KMO measure of sampling adequacy, confirming that the factor analysis data is appropriate, with a value of 0.928, it proves that a high level of suitability. Bartlett's test is conducted, which confirms a highly significant outcome with $p=0.000$ ($p<0.001$), it validates the accuracy of the results.

Table 3: Rotated Component Matrix

Variables	Component			
	1	2	3	4
Positive team dynamics	.855	.142	.125	.161
Transparent communication policies	.830	.150	.118	.209
Accessible management support	.805	.172	.184	.133
Opportunities for career advancement	.770	.158	.136	.124
Adequate work-life balance provisions	.735	.148	.191	.177
Comprehensive workplace inclusivity	.745	.168	.131	.118
Constructive performance feedback	.284	.838	.182	.093
Fair compensation and rewards	.210	.814	.188	.090
Job security measures	.226	.750	.162	.163



Employee recognition initiatives	.241	.734	.124	.183
Accessible health and wellness programs	.202	.125	.813	.072
Personal development programs	.178	.137	.758	.156
Sufficient breaks and vacation policies	.226	.215	.718	.148
Innovation encouragement strategies	.160	.201	.111	.765
Recognition and celebration of efforts	.182	.154	.138	.741

Source: Primary Data

Table 3 presents the results from the rotated component matrix, where all factors are aligned with essential features for restructuring and reduction. The first component, called workplace relationships, is associated with five key factors like, positive team dynamics, transparent communication policies, accessible management support, opportunities for career advancement, and adequate work-life balance provisions. It develops positive interaction among colleagues and creates a supportive and collaborative environment. The second component, called flexible work arrangements, is composed of four factors like, comprehensive workplace inclusivity, constructive performance feedback, fair compensation and rewards, and job security measures. It creates a work environment where employees feel supported, secure, and adequately compensated, allowing for flexible work structures and developing a positive atmosphere. The third component, called career development, includes three factors like accessible health and wellness programs, personal development programs, and sufficient breaks and vacation policies. It contributes to career growth by prioritizing employee well-being and ensuring that employees have the necessary opportunities for professional development and balance between work and personal life. The fourth component, called inclusivity, consists of two factors like innovation encouragement strategies and recognition and celebration of efforts. It highlights the importance of inclusivity in the workplace, emphasizes the need for creativity, innovation, and recognition of employees' contributions to the organization's success. The components are strongly associated, recommends that the various aspects of the work environment are interconnected. Each component plays main task in enhancing employee wellbeing in workplace.

Table 4: R Square and Durbin-Watson Test

Model	R Square	Durbin-Watson
1	0.732	1.812

Source: Primary Data

Table 4 displays the R-Square and Durbin-Watson test results for the model. The R-Square value of 0.732 indicates a strong fit for the regression model, demonstrates that approximately 73.2% of the variance in the dependent variable can be explained by the predictor variables. The Durbin-Watson test result of 1.812 reveals a minimal level of autocorrelation. The results confirm that there is no significant correlation between residuals and that the model provides reliable results.

Table 5: ANOVA

Model	F	Sig.
1	85.241	0.000

Source: Primary Data



Table 5 presents the outcome of the ANOVA analysis. The F-value of 85.241 indicates that the model is statistically significant, with the predictor variables showing a clear difference from one another. The highly significant p-value (0.000) further confirms that the model is appropriate and that the independent variables are effective in predicting the dependent variable, which, in this case, is employee well-being.

Table 6: Regression Coefficients

Variable	Standardized Beta	t	Sig.	Collinearity Statistics	
				Tolerance	VIF
1 (Constant)	0.412	0.672	0.502	0.473	2.115
Workplace Relationships	0.356	5.623	0.000	0.690	1.452
Flexible Work Arrangements	0.274	4.832	0.000	0.648	1.540
Career Development	0.325	4.215	0.000	0.718	1.393
Inclusivity	0.248	3.943	0.000	0.617	1.430

Source: Primary Data

Table 6 presents the regression results for the model, it shows the standardized beta coefficients, t-values, and significance levels for each independent variable. The strong R-Square value further demonstrates that these predictors collectively explain a significant portion of the variance in employee well-being. The variables workplace relationships, flexible work arrangements, career development, and inclusivity all show significant standardized beta coefficients of 0.356, 0.274, 0.325, and 0.248, respectively. All t-values (5.623, 4.832, 4.215, and 3.943) are highly significant ($p < 0.001$), it supports the importance of these factors in determining employee well-being. Additionally, the variance inflation factor (VIF) values for all variables are well below 10, specifies the absence of multi-collinearity issues, approving the distinct impact of each variable. The results support that all the independent variables significantly influence employee well-being, and as such, the null hypothesis can be rejected for these predictors. Therefore, workplace relationships, flexible work arrangements, career development, and inclusivity measures significantly impact employee well-being.

7.3. Effect of HR Policies on Organizational Environment

The Friedman chi-square test is performed to assess the effect of HR policies on the organizational environment among employees of corporate firms. The null hypothesis states that the effect of effect of HR policies on organizational environment does not differ from the expected value. For a constant sample size, a higher chi-square value indicates a greater difference among the rank sums of each variable and their expected values. The chi-square result with 15 degrees of freedom is unlikely to have occurred by chance, and it is observed that the 100 corporate employees are not significantly influenced by all these variables. The results are shown below.

Table 7: Descriptive Statistics

Human Resource Policies	Mean Score	Std. Deviation	Chi-Square
Compensation and salary structure	4.215	1.3127	215.438 (p = 0.000)
Workload and work-life balance	3.687	1.4321	
Opportunities for professional development	3.916	1.2057	



Leadership and management support	4.063	1.2985
Employee recognition and rewards	4.125	1.2219
Job security and contract stability	3.982	1.3544
Career advancement opportunities	4.358	1.3120
Workplace culture and environment	3.795	1.3245
Autonomy and decision-making authority	3.552	1.2893
Employee benefits and perks	3.876	1.4071
Training and skill development programs	3.932	1.2763
Communication and transparency in the firm	3.812	1.2984
Team collaboration and cohesion	3.692	1.3516
Health and wellness programs	3.634	1.2683
Workplace diversity and inclusion	3.926	1.3105

Source: Primary Data

Table 7 presents the results of the Friedman chi-square test conducted to assess the impact of human resource policies on the organizational environment among employees working in corporate firms. The null hypothesis posited that there is no significant difference in the effect of these human resource policies on organizational environment. It shows with a chi-square value of 215.438 and 15 degrees of freedom, the p-value of 0.000 indicates a highly significant result at the 1% level, rejects null hypothesis. Among the various factors, career advancement opportunities (4.358) are ranked first, followed by compensation and salary structure (4.215), employee recognition and rewards (4.125), and leadership and management support (4.063). It indicates that employees place a high value on opportunities for career growth and recognition within the workplace. The factors include job security and contract stability (3.982), training and skill development programs (3.932), and workplace diversity and inclusion (3.926). These variables contribute to a sense of stability, personal growth, and inclusivity, these factors positively impact organizational environment. On the other hand, factors like employee autonomy and decision-making authority (3.552), workplace culture and environment (3.795), and team collaboration and cohesion (3.692), though still significant, rank lower in comparison, but still have a noticeable influence on employee well-being. The p-value of 0.000 strongly supports the rejection of the null hypothesis, and concludes that the human resource policies in place significantly affect employee organizational environment.

8. Conclusion

The study evaluated the influence of human resource policies on employee well-being and organizational environment among employees in corporate firms in Chennai. The demographic analysis highlights a diverse workforce, with variations in gender, age, marital status, educational qualifications, work experience, designation, and salary levels. The outcomes of demographic analysis form a solid foundation for analyzing employee well-being. Factor analysis identifies workplace relationships, flexible work arrangements, career development, and inclusivity as the four primary components impacting employee well-being. Each component demonstrates significant contributions, with workplace relationships promoting positive team dynamics and leadership support, flexible work arrangements enhancing job security and compensation structures, and career development focusing on health programs and personal growth. Inclusivity emphasizes recognition and creativity, reinforcing a culture of value and innovation. Regression analysis confirms that these factors collectively explain a significant portion of the variance in



employee well-being, certifying their predictive power. Results demonstrate strong statistical significance, highlighting the importance of these human resource policies in shaping employee well-being and productivity. Moreover, the absence of multi-collinearity ensures the distinct impact of each variable. The Friedman chi-square test further assesses the effect of human resource policies on the organizational environment. Career advancement opportunities, compensation, recognition, and leadership support rank as the most impactful factors. Findings stress the critical role of stability, growth, and inclusion in developing a positive organizational atmosphere. It was concluded that well-designed human resource policies significantly enhance employee well-being and the organizational environment. Corporate firms are encouraged to prioritize policies that emphasize career growth, flexible work arrangements, inclusivity, and supportive relationships to maintain a motivated, satisfied, and productive workforce.

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