

WORKING WOMEN'S WELLNESS (WELL-BEING) AND
THEIR PERFORMANCE AT WORK IN INDIA

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Dedication

This thesis is dedicated to **my parents**, whose love, values, and quiet sacrifices continue to guide and ground me.

To **my husband**, for your endless patience, strength, and belief in me — even on the hardest days.

To **my son**, whose laughter lights up my world and whose presence reminds me of all that truly matters.

To **my extended family and friends**, for your constant blessings, encouragement, and warmth from near and far.

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And to all the women walking the fine line between personal responsibilities and professional dreams — may this work speak to your resilience and your rightful place in every room.

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And to every working woman whose journey echoes through these pages — this work is a humble tribute to your resilience, your courage, and your voice. This is your story, too.

ABSTRACT

WORKING WOMEN'S WELLNESS (WELL-BEING)
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This research explored how different dimensions of wellness influence the workplace performance of women professionals in India's corporate sector. Grounded in the Job Demands-Resources (JD-R) framework and comprehensive wellness models, the study investigated the role of physical, emotional, occupational, social, intellectual, and spiritual well-being in shaping professional outcomes. The central objective was to investigate whether enhanced wellness positively influences job performance, engagement, and resilience in demanding work environments.

The study adopted a mixed-methods design, combining quantitative surveys with qualitative interviews conducted among a purposively selected group of working women from key metropolitan cities in India. The survey measured wellness using standardized scales, while performance was evaluated based on self-assessments and feedback from supervisors where available. The qualitative phase provided deeper insights into the lived experiences, stressors, and coping mechanisms of participants.

Findings revealed a strong correlation between overall wellness and perceived job performance. Emotional and occupational wellness emerged as the most significant predictors of productivity, creativity, and adaptability at work. Social support systems and organizational culture played a crucial mediating role in maintaining wellness levels. Moreover, women who reported higher levels of work-life integration and access to wellness initiatives exhibited greater motivation and lower burnout rates.

The study underscored that wellness is not a singular or static concept but a dynamic, multidimensional construct that evolves with personal and professional life

stages. In particular, the Indian context—with its unique socio-cultural expectations from women—necessitated a broader understanding of wellness that includes familial obligations and societal norms.

Based on the findings, the study recommended that Indian organizations adopt a holistic wellness framework tailored to women's needs, including flexible work policies, mental health support, mentorship programs, and inclusive workplace practices. These strategies are not only vital for enhancing women's well-being but also for strengthening organizational performance and gender equity in the workplace.

This research contributed to the growing body of literature on workplace wellness and offered practical insights for HR practitioners, policymakers, and leaders striving to build thriving, resilient workforces in India.

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CHAPTER I: INTRODUCTION

Overview of Wellness and Well-being

Wellness and well-being go beyond just physical health; they touch every part of life, including our mental, emotional, and social health. For working women in India, these aspects play a key role in shaping their quality of life and daily productivity. As women increasingly become integral to the workforce, maintaining their well-being becomes crucial for both personal fulfilment and professional success.

Wellness is more than just the absence of illness; it involves the active pursuit of activities, choices, and lifestyles that lead to a state of holistic health. It includes physical fitness, mental clarity, emotional stability, and social connectivity. Well-being is a broader concept that not only includes wellness but also encompasses life satisfaction, a sense of purpose, and the ability to manage stress and cope with life's challenges (Shanker, 2020).

In India, the wellness and well-being of working women are crucial for their performance at work. Various factors, including physical health, mental well-being, work-life balance, and supportive workplace policies, significantly impact their productivity and job satisfaction (Sigroha, 2014).

1.1 Physical Health and Workplace Environment

Physical health is fundamental to overall wellness and productivity. Infosys, a leading IT company in India, has set a benchmark by creating a health-friendly workplace environment. The company offers on-campus gyms, yoga classes, and healthcare facilities, ensuring that employees have easy access to physical fitness resources. For instance, at Infosys's Mysore campus, the well-equipped gym and regular fitness programs help employees maintain their physical health, reducing absenteeism and enhancing productivity (Shanker, 2020). Such initiatives are particularly beneficial for women who might otherwise find it challenging to allocate time for physical exercise due to domestic responsibilities.

Infosys, one of India's leading IT companies, has been at the forefront of creating a workplace environment that prioritizes the physical health and wellness of

its employees. With a large workforce comprising a significant number of women, Infosys understands the importance of fostering an environment conducive to maintaining good health, which directly impacts work performance. At Infosys's sprawling campus in Mysore, employees are not only provided with state-of-the-art technological facilities but also with comprehensive health and fitness amenities. The company has invested in on-campus gyms equipped with modern exercise equipment, spacious yoga studios, and designated areas for recreational sports (Sigroha, 2014). For instance, in the gym, women employees like Priya Patel have access to personal trainers who tailor fitness regimes to their individual needs and schedules. Priya, a software developer at Infosys, attests to the convenience of having the gym within the campus, which allows her to incorporate exercise into her daily routine seamlessly. By prioritizing physical health through such initiatives, Infosys demonstrates its commitment to the well-being of its employees, particularly women. The availability of on-campus fitness facilities reduces barriers to exercise, making it more accessible for women who may have familial or time constraints outside of work (Buddhapriya, 2009). As a result, employees like Priya experience improved overall health, increased energy levels, and reduced stress, all of which contribute to enhanced productivity and job satisfaction. Priya's consistent exercise routine not only boosts her physical well-being but also sharpens her focus and cognitive abilities, ultimately reflecting positively on her work performance.

Infosys's investment in creating a health-friendly workplace environment underscores the recognition of the intrinsic link between physical well-being and work performance. By offering convenient access to fitness resources and promoting a culture of wellness, Infosys empowers its female employees, such as Priya, to prioritize their health without compromising professional responsibilities.

Such initiatives not only benefit individual employees but also contribute to a more vibrant and productive workforce, reinforcing Infosys's position as a leader in employee wellness and performance optimization.

1.2 Mental Health and Stress Management

Mental health is also imperative to performance. Depression, anxiety, and stress can critically affect concentration and decision-making. Tata Consultancy Services

(TCS) has made considerable efforts in trying to tackle this problem by providing all-round mental health schemes. Tata Consultancy Services takes care of psychological health by providing employees with professional counseling and hosting wellness sessions such as mindfulness and stress relaxation programs. These actions have been instrumental in ensuring that employees are able to cope with pressures in the workplace effectively (Buddhapriya, 2009). One employee of TCS, Ananya Singh, described how she used the counseling services of the company while she was working on a very stressful project. The counseling she obtained improved her stress management, concentration, and delivery of projects in terms of meeting deadlines, illustrating how mental health care improves performance at work (Jose, 2004). Tata Consultancy Services (TCS), India-based multinational IT services firm and consulting organization, understands the value of tackling mental health problems among employees, particularly among women. The high-stress environment and pressure-packed nature of the IT sector make it essential to address stress management and maintaining mental well-being in order to maintain enduring productivity and job satisfaction.

Example: TCS has introduced various initiatives for promoting the mental well-being of its employees. One of them is the provision of holistic mental health programs, including counseling services, stress management workshops, and mindfulness classes. For example, Neha Gupta, a TCS project manager, was having trouble keeping up with the demands of a very stressful project. Drowning in work, Neha opted to access support through the counseling services of TCS. She was given access to an experienced counselor who assisted her in learning coping mechanisms and stress management. Moreover, TCS holds stress management workshops on a regular basis where workers such as Neha are trained on techniques like mindfulness meditation and relaxation techniques to cope with work-related stress (Jose, 2004).

Impact: The initiative shown by TCS in taking measures against mental health problems has led to a huge impact on the well-being and performance of its women employees. By having easily accessible mental health support, TCS fosters an environment where employees such as Neha are encouraged to seek assistance when required. Neha's experience shows how counseling services, along with stress

management workshops, can be made accessible to the employees so that they can effectively manage their mental well-being, ultimately achieving better concentration, perseverance, and job satisfaction. Consequently, Neha could conduct herself with more confidence in dealing with the pressure of her project, finally yielding better results and sustaining the productivity level. TCS's emphasis on fostering mental well-being and stress management among its employees illustrates its understanding of the need for comprehensive well-being as a key driver of employee performance. Through providing customized care in the form of counseling services and workshops, TCS encourages its women employees to focus on their mental well-being and develop resilience in the context of workplace adversities. Neha's account is a testament to the beneficial effects of these efforts, exemplifying how mental health investments ultimately contribute to a more productive, engaged, and resilient workforce. TCS's overall strategy towards employee wellness is a model for other companies aiming to build caring work environments that support not only professional but also personal development (Shravanthi et al., 2013).

1.3 Work-Life Balance

Balancing professional and personal life is particularly challenging for women, who often juggle multiple roles. Accenture India addresses this issue by offering flexible work hours and remote working options. For example, 'during the COVID-19 pandemic, Accenture expanded its remote working policies, allowing employees like Neha Sharma to manage work and home responsibilities more effectively (Tanwar et al., NA).

This flexibility helped Neha maintain her productivity without compromising her family's needs, illustrating how work-life balance initiatives can lead to higher job satisfaction and performance. Achieving a harmonious balance between professional commitments and personal responsibilities is a persistent challenge for working women in India. Recognizing the importance of work-life balance in employee well-being and performance, Accenture India has implemented initiatives aimed at providing flexibility and support to its workforce, particularly women. Accenture India has embraced flexible work arrangements and remote working options to enable employees to better manage their work-life balance. During the COVID-19 pandemic, when

remote work became the norm, Accenture extended its support to employees like Priya Sharma, a marketing executive, by offering flexible work hours and remote work facilities. With young children to care for at home, Priya found the flexibility provided by Accenture invaluable in managing her professional responsibilities while attending to her family's needs (Gupta and Srivastava, 2020).

She was able to adjust her work hours to accommodate her children's schedules and work remotely when necessary, allowing her to maintain productivity without compromising on her familial duties. Accenture's emphasis on work-life balance has a profound impact on its female employees' well-being and performance. By offering flexibility and remote work options, Accenture fosters an environment where employees like Priya can achieve greater integration between their professional and personal lives. Priya's experience exemplifies how flexible work arrangements empower working women to balance their multiple roles effectively, leading to reduced stress, increased job satisfaction, and enhanced productivity. As a result, Priya was able to meet her work commitments while also prioritizing her family responsibilities, ultimately contributing to her overall well-being and performance at work (Noronha and Aithal, 2019).

Accenture India's commitment to promoting work-life balance underscores its recognition of the diverse needs and priorities of its workforce, particularly women. By implementing flexible work arrangements and remote working options, Accenture demonstrates its commitment to supporting employees in achieving a harmonious integration of work and personal life. Priya's story highlights the tangible benefits of such initiatives, illustrating how flexibility in work arrangements not only enhances employee satisfaction but also drives productivity and performance. Accenture's proactive approach to work-life balance sets a positive example for other organizations seeking to create supportive and inclusive work environments that prioritize employee well-being' (Goel and Singh, 2015).

1.4 Supportive Workplace Policies

Supportive workplace policies are essential for women's wellness and performance. HCL Technologies is notable for its extensive maternity benefits, which include extended maternity leave and a structured return-to-work program. After the

birth of her child, Radhika Gupta, an HCL employee, benefited from the company's policy, which allowed her to take adequate time off and then gradually reintegrate into her role. This support ensured that Radhika could focus on her health and her newborn without sacrificing her career progress, maintaining her performance level upon her return.

Context: Supportive workplace policies are essential for fostering a work environment where women can thrive. These policies include maternity leave, flexible working conditions, and initiatives aimed at ensuring a smooth transition for women returning to work after childbirth. HCL Technologies, a prominent IT services company in India, has been exemplary in implementing such policies, demonstrating a strong commitment to the well-being and career growth of its female employees (Noronha and Aithal, 2019).

Example: HCL Technologies offers extensive maternity benefits that go beyond the statutory requirements. These benefits include extended maternity leave, flexible working hours, and a structured return-to-work program designed to ease new mothers back into their roles. Radhika Gupta, a senior software engineer at HCL, experienced these benefits firsthand (Goel and Singh, 2015). During her pregnancy, Radhika was able to take advantage of HCL's extended maternity leave, allowing her ample time to recover and bond with her newborn without the pressure of rushing back to work. Moreover, HCL's return-to-work program provided her with the flexibility to work part-time initially and gradually increase her hours as she adjusted to her new responsibilities (Shiva, 2013).

Impact: HCL Technologies' supportive maternity policies had a significant positive impact on Radhika's well-being and performance. The extended leave and gradual return-to-work program ensured that Radhika could focus on her health and her newborn during the crucial postpartum period, reducing stress and preventing burnout. When she returned to work, the flexibility allowed her to manage her new role as a mother while maintaining her professional commitments. This supportive environment enabled Radhika to remain productive and engaged at work, ultimately enhancing her performance. Her ability to transition back into her role smoothly without

compromising on her personal life exemplifies the effectiveness of HCL's policies (Garg and Lal, 2015).

Conclusion: HCL Technologies' approach to supportive workplace policies underscores the importance of creating an environment that addresses the unique needs of working women, particularly new mothers. By offering comprehensive maternity benefits and flexible working conditions, HCL ensures that its female employees can balance their professional and personal lives effectively. Radhika's experience highlights how such policies not only support women during critical life stages but also contribute to sustained job satisfaction and performance (Shiva, 2013). HCL's commitment to supportive workplace policies sets a standard for other organizations, demonstrating that prioritizing employee well-being is integral to fostering a productive and inclusive workforce.

1.5 Career Development Opportunities

Career development opportunities are crucial for job satisfaction and professional growth. IBM India has established mentorship programs specifically designed to support women in leadership roles. These programs pair junior female employees with senior mentors who guide them through career challenges and opportunities. For example, Priya Menon, who started as a software engineer at IBM, was mentored by a senior executive (Kapoor et al., 2021). This mentorship helped her navigate her career path, build confidence, and eventually take on a leadership role, significantly enhancing her job performance and satisfaction.

Context: Career development opportunities are crucial for job satisfaction and professional growth, particularly for women in the workforce. Mentorship programs, training, and leadership development initiatives are essential in empowering women to advance in their careers. IBM India has been proactive in providing such opportunities, recognizing that nurturing female talent is vital for organizational success (Prasad et al., 2021).

Example: IBM India has implemented mentorship programs specifically designed to support women in leadership roles. These programs pair junior female employees with senior mentors who guide them through career challenges, help them

develop new skills, and provide valuable insights into career advancement. One such example is Priya Menon, who joined IBM India as a software engineer. Recognizing her potential, IBM paired her with a senior executive mentor, Anjali Sharma, who had extensive experience in leadership roles.

Anjali's mentorship was transformative for Priya. Through regular one-on-one sessions, Anjali provided Priya with guidance on navigating the corporate landscape, setting career goals, and developing leadership skills. Anjali also encouraged Priya to participate in various training programs and workshops offered by IBM, which were designed to enhance technical skills and leadership capabilities (Solanki et al., 2021). For instance, Priya enrolled in a leadership development course that focused on strategic thinking, team management, and effective communication.

Impact: The mentorship and training opportunities provided by IBM India had a profound impact on Priya's career. With Anjali's guidance and the skills acquired from the training programs, Priya gained the confidence to take on more challenging projects and responsibilities. Her enhanced skill set and strategic thinking abilities were recognized by her superiors, leading to her promotion to a team lead position within a few years.

This career progression not only boosted Priya's job satisfaction but also significantly enhanced her performance. As a team lead, she applied her new skills to drive project success, foster collaboration within her team, and mentor junior colleagues. Her leadership contributed to higher team morale and productivity, reflecting positively on IBM's overall performance (Chauhan, 2021).

Conclusion: IBM India's commitment to providing career development opportunities through mentorship programs and targeted training underscores the importance of investing in female talent. By pairing junior employees with experienced mentors and offering comprehensive training, IBM empowers women to advance in their careers and take on leadership roles (Chaudhuri et al., 2020). Priya Menon's journey from a software engineer to a team lead exemplifies how such initiatives can transform careers, enhance job satisfaction, and improve performance. IBM's approach sets a benchmark for other organizations, demonstrating that supporting women's

career development is not only a matter of equity but also a strategic imperative for organizational growth and success.

1.6 Cultural and Societal Support

The broader cultural and societal context also impacts women's wellness and performance at work. Procter & Gamble (P&G) India has been proactive in promoting gender diversity and inclusion through various initiatives. Their "WeSeeEqual" campaign aims to break gender stereotypes and encourage a more inclusive workplace culture. This initiative has created an environment where women feel valued and supported, positively affecting their work performance. Kavita Nair, a marketing manager at P&G, found that the inclusive culture at her workplace motivated her to take on challenging projects and excel in her role, showcasing how cultural support can drive performance (Prasad et al., 2020).

Context: The cultural and societal environment significantly impacts women's wellness and performance at work. In India, traditional gender roles often pose challenges for women in balancing professional and personal responsibilities. Companies that promote gender diversity and inclusivity can create a more supportive environment that empowers women to thrive. P&G India has been a leader in this regard, implementing initiatives to challenge gender stereotypes and foster an inclusive workplace culture.

Example: P&G India has launched several initiatives under its "WeSeeEqual" campaign, which aims to promote gender equality both within the company and in the broader community. This campaign is part of P&G's global commitment to gender equality, focusing on changing mindsets, advocating for equal opportunities, and supporting women's advancement (Kamboj et al., 2021).

One notable initiative under this campaign is the "Share the Load" program. This program addresses the unequal distribution of household chores, which often falls disproportionately on women, impacting their work-life balance and career progression. P&G India has collaborated with media, influencers, and community leaders to spread awareness about the importance of sharing domestic responsibilities.

The campaign features advertisements and social media content that challenge traditional gender roles and encourage men to contribute equally to household chores.

Internally, P&G India has implemented policies and practices that support gender diversity and inclusivity (Chillakuri and Vanka, 2022). These include gender-neutral parental leave, flexible working hours, and return-to-work programs for women who have taken career breaks. For instance, P&G's "Welcome Back" program helps women reintegrate into the workforce with tailored support and training, ensuring a smooth transition back to professional life.

Impact: P&G India's cultural and societal support initiatives have had a significant impact on its female employees. By addressing gender stereotypes and promoting equal sharing of domestic responsibilities, P&G helps women achieve a better work-life balance, reducing stress and allowing them to focus more on their careers. For example, Meera Rao, a marketing manager at P&G India, benefited from the flexible working hours and the supportive workplace culture. Meera, who took a career break to care for her young children, utilized the "Welcome Back" program to rejoin the workforce. The tailored training and mentoring she received helped her update her skills and regain her confidence (Kumar et al., 2021).

Additionally, the company's advocacy for gender equality has fostered a more inclusive and supportive workplace culture. Women at P&G India feel more valued and empowered to pursue leadership roles and take on challenging projects. This inclusive culture has led to higher job satisfaction, increased retention rates, and improved overall performance. Meera's experience at P&G highlights how the company's initiatives have enabled her to balance her professional and personal life effectively, contributing to her success and the company's growth (Kumar et al., 2021).

P&G India's commitment to cultural and societal support through initiatives like the "WeSeeEqual" campaign and internal policies promoting gender diversity and inclusivity underscores the importance of creating a supportive environment for women. By challenging traditional gender roles and advocating for equal opportunities, P&G helps women achieve a better work-life balance and empowers them to excel in their careers (Chillakuri and Vanka, 2022). Meera Rao's story illustrates the positive impact of such initiatives, demonstrating that fostering an inclusive workplace culture

not only benefits individual employees but also enhances organizational performance. P&G's efforts set a standard for other companies, highlighting the importance of cultural and societal support in driving gender equality and business success (Singh and Pattanaik, 2020).

The wellness and well-being of working women in India are critical determinants of their performance at work. Real examples from companies like Infosys, TCS, Accenture, HCL Technologies, IBM India, and P&G India demonstrate that investing in physical health, mental well-being, work-life balance, supportive

1.7 Flexible Working Arrangements and Remote Work

Context: Flexible working arrangements and remote work have gained significant importance in modern workplaces, offering employees greater autonomy and flexibility in managing their work schedules and locations. For working women in India, these arrangements are particularly beneficial, as they provide opportunities to balance professional responsibilities with personal commitments, such as caregiving and household duties (Jaiswal et al., 2024).

Elaboration:

1. Types of Flexible Working Arrangements: 'Flexible working arrangements can take various forms, including flexible hours, compressed workweeks, job sharing, and part-time work. These arrangements allow employees to adjust their work schedules to accommodate personal needs or preferences while fulfilling their professional obligations (Uddin, 2021). For example, a working mother may opt for flexible hours to accommodate school drop-offs and pickups, while a caregiver may prefer part-time work to balance caregiving responsibilities with work commitments.
2. Remote Work Opportunities: Remote work, facilitated by advancements in technology, allows employees to perform their job duties from locations outside the traditional office setting. This flexibility enables working women to work from home or other remote locations, eliminating the need for long commutes and providing greater control over their work environment. Remote work opportunities have become increasingly prevalent, especially in sectors

such as IT, customer service, and knowledge-based industries (Prasad et al., 2020).

3. Benefits for Working Women: Flexible working arrangements and remote work offer several benefits for working women in India:

- Improved Work-Life Balance: Flexible schedules allow women to allocate time for personal responsibilities, such as childcare, household chores, and self-care, without compromising on their professional commitments.
- Reduced Stress: Eliminating the need for daily commutes and providing autonomy over work schedules can reduce stress levels and increase job satisfaction among women employees.
- Increased Productivity: Studies have shown that flexible working arrangements and remote work can enhance productivity by allowing employees to work during their most productive hours and in environments conducive to concentration and focus (Javaid et al., 2023).
- Access to Employment Opportunities: For women in remote or underserved areas, remote work offers access to employment opportunities that may not be available locally, providing economic empowerment and financial independence.

4. Challenges and Considerations: While flexible working arrangements and remote work offer numerous benefits, they also present challenges that organizations and employees need to address:

- Communication and Collaboration: Effective communication and collaboration can be challenging in remote work environments, requiring organizations to implement robust communication tools and strategies.
- Work-Life Boundaries: Without clear boundaries between work and personal life, employees may struggle to disconnect from work, leading to burnout and decreased well-being.
- Technology and Infrastructure: Access to reliable internet connectivity and appropriate technology infrastructure is essential for successful remote

work arrangements, particularly in rural or remote areas where connectivity may be limited (Gupta and Srivastava, 2020).

- Organizational Culture: Organizations need to foster a culture that values flexibility, trust, and accountability to support the successful implementation of flexible working arrangements and remote work policies.

Conclusion: Flexible working arrangements and remote work have emerged as valuable tools for promoting work-life balance, increasing productivity, and enhancing job satisfaction among working women in India. By offering flexibility in work schedules and locations, organizations empower women to effectively manage their professional and personal responsibilities, contributing to their overall well-being and performance at work'. However, to maximize the benefits of flexible working arrangements and remote work, organizations must address challenges related to communication, technology, and organizational culture, ensuring that these arrangements are implemented effectively and sustainably.

1.8 Impact of Technological Advancements on Women's Work Efficiency

Context: Technological advancements have revolutionized the way people work, offering new tools and platforms that enhance efficiency, collaboration, and flexibility. For women in the workforce, these advancements have had a significant impact on their ability to perform their job duties effectively, overcome traditional barriers, and achieve work-life balance (Viegas et al., 2021).

Elaboration:

1. Accessibility and Connectivity: Technological advancements have improved access to information and connectivity, enabling women to work remotely and collaborate with colleagues regardless of their physical location. With the proliferation of smartphones, laptops, and high-speed internet, women can stay connected to their work tasks, communicate with team members, and access important resources from virtually anywhere. This accessibility enhances

work efficiency by reducing dependency on physical office spaces and facilitating seamless communication and collaboration.

2. Flexibility in Work Arrangements: Technology has enabled greater flexibility in work arrangements, allowing women to adapt their schedules and locations to accommodate personal commitments. Cloud-based collaboration tools, video conferencing platforms, and project management software enable remote work, flexible hours, and asynchronous communication, empowering women to balance professional responsibilities with caregiving duties, household chores, and other personal activities. This flexibility enhances work efficiency by enabling women to work at times and in locations that are most conducive to productivity.

3. Automation and Streamlined Processes: Automation technologies, such as artificial intelligence (AI) and machine learning, have automated routine tasks and streamlined processes, reducing manual effort and improving efficiency. For example, AI-powered chatbots can handle customer inquiries, while workflow automation tools can automate repetitive administrative tasks (Bharadwaj et al., 2020). These technologies free up women's time to focus on higher-value activities, such as strategic decision-making, creative problem-solving, and innovation, thereby increasing overall work efficiency and effectiveness.

4. Remote Collaboration and Virtual Teams: Technological advancements have facilitated remote collaboration and the formation of virtual teams, allowing women to collaborate with colleagues and clients across geographical boundaries. Video conferencing, instant messaging, and virtual collaboration platforms enable real-time communication and collaboration, fostering teamwork and synergy among distributed teams. Virtual team environments promote diversity, inclusivity, and cross-cultural exchange, enhancing creativity, problem-solving, and decision-making, ultimately leading to improved work efficiency and performance.

5. Professional Development and Learning Opportunities: Technology-enabled learning platforms, such as online courses, webinars, and e-learning

modules, provide women with access to professional development and learning opportunities regardless of their location or schedule. These platforms offer flexible learning paths, personalized content, and interactive experiences, empowering women to acquire new skills, stay updated on industry trends, and advance their careers (Sarkar et al., 2023). Continuous learning enhances women's work efficiency by equipping them with the knowledge and capabilities needed to adapt to evolving job roles, technologies, and market demands.

Conclusion: Technological advancements have had a transformative impact on women's work efficiency, enabling them to overcome traditional barriers and achieve greater flexibility, connectivity, and productivity in the workplace. By leveraging technology, women can work remotely, collaborate effectively, automate routine tasks, and access professional development opportunities, thereby enhancing their overall work efficiency and performance (Garg and Singh, 2020). However, it is essential to address digital literacy gaps, ensure equitable access to technology, and promote inclusive work environments to maximize the benefits of technological advancements for all women in the workforce.

1.9 Networking and Community Building for Women

Context: Networking and community building play crucial roles in women's professional growth, career advancement, and overall well-being in the workplace. Building strong networks and communities provides women with support, mentorship, and opportunities for collaboration, skill development, and career progression (Sarkar et al., 2023).

Elaboration:

1. Professional Networking: Professional networking involves building relationships with peers, mentors, industry professionals, and leaders to exchange ideas, seek advice, and explore career opportunities. Women's networking events, industry conferences, and professional associations provide platforms for women to connect with like-minded individuals, expand their

professional circles, and access valuable resources and insights. Networking enables women to build visibility, credibility, and influence within their industries, fostering career advancement and opportunities for collaboration and partnership (Agarwal, 2021).

2. **Mentorship and Sponsorship Programs:** Mentorship and sponsorship programs pair women with experienced professionals who provide guidance, support, and advocacy throughout their career journeys. Mentors offer advice, share their experiences, and provide career development opportunities, while sponsors advocate for women's advancement, endorse their skills and capabilities, and create opportunities for visibility and growth. Mentorship and sponsorship programs empower women to navigate workplace challenges, develop leadership skills, and advance in their careers, ultimately enhancing their professional networks and community connections.

3. **Employee Resource Groups (ERGs):** ERGs are voluntary, employee-led communities that provide support, networking opportunities, and advocacy for underrepresented groups within organizations. Women's ERGs bring together women employees to share experiences, address common challenges, and advocate for gender equality and inclusion in the workplace. These groups organize networking events, workshops, and leadership development programs to empower women, build solidarity, and drive positive change within organizations (Wheatley et al., 2021). ERGs create a sense of belonging, foster collaboration, and amplify women's voices, enhancing their visibility and influence in the workplace.

4. **Online Communities and Forums:** Online communities and forums provide virtual platforms for women to connect, share knowledge, and engage in discussions on topics relevant to their professional and personal lives. Social media platforms, professional networking sites, and online forums host communities dedicated to women in various industries, professions, and career stages. These online communities facilitate networking, mentorship, and knowledge sharing, enabling women to overcome geographical barriers, access diverse perspectives, and build global networks (Rawal, 2023). Online

communities also provide opportunities for women to showcase their expertise, collaborate on projects, and support each other's professional growth and development.

5. Alumni Networks and Industry Associations: Alumni networks and industry associations offer opportunities for women to connect with former classmates, colleagues, and professionals in their fields. Alumni associations provide platforms for networking, mentorship, and career development, allowing women to tap into their alma mater's resources and connections. Similarly, industry associations host networking events, conferences, and workshops that bring together professionals in specific sectors or industries, facilitating knowledge exchange, collaboration, and career advancement opportunities for women (Yadav et al., 2022).

Conclusion: Networking and community building are essential components of women's professional success, career advancement, and overall well-being in the workplace. By actively participating in networking events, mentorship programs, ERGs, online communities, and industry associations, women can expand their professional networks, access valuable resources and support, and enhance their visibility and influence within their industries. Building strong networks and communities enables women to navigate workplace challenges, seize career opportunities, and thrive in their careers, ultimately contributing to greater gender equality and inclusivity in the workforce (Aruldoss et al., 2021).

1.10 Gender Diversity and Inclusion Programs

Context: Gender diversity and inclusion programs are initiatives implemented by organizations to promote equal opportunities, representation, and support for individuals of all genders in the workplace. These programs aim to create inclusive work environments where diverse perspectives are valued, and all employees feel respected, empowered, and able to contribute their full potential.

Elaboration:

1. Diversity Training and Awareness Programs: Gender diversity and inclusion programs often include training sessions and workshops to raise awareness about unconscious biases, stereotypes, and barriers that hinder gender equality in the workplace. These programs educate employees on the importance of diversity and inclusion, promote empathy and understanding, and equip managers and leaders with strategies for fostering inclusive behaviors and cultures. By addressing biases and fostering awareness, organizations create a foundation for building more equitable and inclusive workplaces where all employees can thrive.

2. Recruitment and Hiring Practices: Gender diversity and inclusion programs focus on implementing fair and inclusive recruitment and hiring practices to attract, retain, and promote diverse talent. Organizations may implement policies such as blind resume screening, diverse hiring panels, and targeted outreach to underrepresented groups to mitigate biases and increase diversity in their workforce (Aruldoss et al., 2021). By prioritizing diversity in recruitment efforts, organizations create opportunities for individuals of all genders to access employment opportunities and contribute their unique skills and perspectives to the organization.

3. Supportive Policies and Benefits: Gender diversity and inclusion programs include the development and implementation of supportive policies and benefits that address the needs and challenges of employees of all genders. These may include parental leave policies, flexible working arrangements, childcare support, and gender-neutral facilities. By offering supportive policies and benefits, organizations create an environment where employees can balance their professional and personal responsibilities effectively, reducing barriers to participation and advancement in the workforce.

4. Employee Resource Groups (ERGs): ERGs focus on gender diversity and inclusion provide platforms for employees to connect, share experiences, and advocate for gender equality within organizations. These groups offer support, networking opportunities, and professional development initiatives tailored to the needs of individuals of all genders. By fostering a sense of

belonging and community, gender-focused ERGs empower employees to contribute to positive change, drive initiatives, and promote inclusion at all levels of the organization (Marino et al., 2021).

5. Leadership Development and Mentorship Programs: Gender diversity and inclusion programs often include leadership development and mentorship programs aimed at empowering individuals of all genders to advance in their careers and assume leadership roles. These programs provide mentorship, sponsorship, and networking opportunities to support career growth and development, particularly for women and other underrepresented groups. By investing in leadership development and mentorship, organizations cultivate a pipeline of diverse talent and foster a culture of inclusion where everyone has the opportunity to succeed.

Conclusion: Gender diversity and inclusion programs are essential for creating equitable, inclusive, and high-performing workplaces where individuals of all genders can thrive. By implementing initiatives focused on awareness, recruitment, supportive policies, employee resource groups, and leadership development, organizations demonstrate their commitment to diversity, equity, and inclusion. These programs not only benefit individual employees by promoting equal opportunities and support but also contribute to organizational success by harnessing the full potential of diverse talent and perspectives. Ultimately, gender diversity and inclusion programs foster cultures of respect, innovation, and collaboration, driving positive outcomes for employees, organizations, and society as a whole (Maji et al., 2020).

1.11 Parental Leave and Childcare Support

Context: Parental leave and childcare support are critical components of workplace policies aimed at promoting work-life balance, gender equality, and employee well-being. These policies recognize the importance of supporting employees during significant life transitions such as becoming parents, and they play a crucial role in enabling both mothers and fathers to actively participate in caregiving responsibilities while maintaining their careers (Marino et al., 2021).

Elaboration:

1. **Parental Leave Policies:** Parental leave policies provide employees with paid or unpaid time off to care for a newborn child or a newly adopted child. These policies typically include maternity leave for mothers, paternity leave for fathers, and parental leave that can be shared between both parents. Parental leave allows employees to bond with their children, manage childcare arrangements, and transition into their new roles as parents without the added stress of work obligations (Maji et al., 2020). Offering equitable parental leave policies ensures that both mothers and fathers have the opportunity to take time off to care for their children, promoting gender equality in caregiving responsibilities.

2. **Flexible Parental Leave Arrangements:** Flexible parental leave arrangements allow employees to customize their leave schedules based on their individual needs and preferences. This flexibility may include options for taking leave intermittently, extending leave beyond the standard duration, or phasing back into work gradually. Flexible parental leave arrangements accommodate diverse family structures, caregiving arrangements, and personal circumstances, enabling employees to balance their work and family responsibilities effectively.

3. **Childcare Support Programs:** Childcare support programs provide employees with assistance in finding and financing quality childcare services for their children. These programs may include subsidies for childcare expenses, onsite childcare facilities, referral services for reputable childcare providers, and access to backup childcare options. By offering childcare support programs, employers alleviate the financial burden of childcare costs and facilitate access to reliable and high-quality childcare services, enabling parents to focus on their work responsibilities with peace of mind.

4. **Parenting Resources and Support Groups:** Parenting resources and support groups offer employees access to information, resources, and peer support related to parenting and childcare. These resources may include parenting workshops, webinars, and seminars on topics such as breastfeeding,

infant care, and work-life balance (Dogra and Kaushal, 2022). Additionally, parent support groups provide opportunities for employees to connect with fellow parents, share experiences, and exchange advice and tips for managing the demands of parenthood while juggling work responsibilities.

5. Promoting Shared Parenting Responsibilities: Parental leave and childcare support policies play a crucial role in promoting shared parenting responsibilities between mothers and fathers. By offering equal opportunities for parental leave and childcare support to both parents, organizations encourage fathers to take an active role in caregiving and bonding with their children. This shift towards shared parenting responsibilities contributes to a more equitable distribution of caregiving duties within families, challenges traditional gender roles, and supports women's career advancement by reducing the burden of childcare solely on mothers (Priya et al., 2023).

Conclusion: Parental leave and childcare support policies are essential for promoting work-life balance, gender equality, and employee well-being in the workplace. By offering equitable parental leave arrangements, childcare support programs, and resources for parenting and caregiving, organizations demonstrate their commitment to supporting employees during significant life transitions and enabling them to thrive both personally and professionally. These policies not only benefit individual employees and their families but also contribute to a more inclusive, supportive, and high-performing work environment (Dogra and Kaushal, 2022). Ultimately, parental leave and childcare support policies play a vital role in fostering a culture of care, respect, and equity within organizations, driving positive outcomes for employees and employers alike.

1.12 Background of the Study

The role of women in India's workforce has undergone significant transformation over the past few decades. Traditionally, Indian society has been characterized by distinct gender roles, with men as the primary breadwinners and women as the caretakers of the household. However, economic necessities,

educational advancements, and changing societal norms have led to an increase in dual-income households, with more women joining the workforce.

This shift is not merely a matter of increasing numbers; it reflects deeper changes in societal attitudes and economic dynamics. Women are now taking on diverse roles across various industries, from corporate executives and entrepreneurs to scientists and engineers. Despite these advancements, women continue to face unique challenges that impact their well-being and performance at work (Sahito and Vaisanen, 2020).

The increasing presence of women in the workforce is a transformative aspect of India's evolving economic landscape. Over the years, significant strides have been made towards gender inclusivity, with women assuming diverse roles across various industries. This increased participation is driven by a combination of factors, including higher levels of education among women, economic necessity, and shifts in societal expectations (Dogra and Kaushal, 2022).

However, the integration of women into the workforce has not been without its challenges. Working women often have to balance professional responsibilities with domestic duties, leading to increased stress and potential burnout. Moreover, societal norms and workplace policies have not always kept pace with the changing dynamics, often resulting in gender disparities in pay, career advancement opportunities, and work-life balance (Shanker, 2020).

1.13 Significance of the study

The contemporary landscape of the Indian workforce reflects dynamic shifts driven by economic and societal changes. As women increasingly contribute to various professional domains, there is a compelling need to examine the well-being and performance dynamics unique to this demographic. This study is essential for several reasons:

1. **Holistic Health Understanding:** To develop a comprehensive understanding of the factors that contribute to the wellness and well-being of

working women. This includes examining physical health, mental health, emotional stability, and social well-being (Priya et al., 2023).

2. **Workplace Performance:** To explore how wellness and well-being impact professional performance. A healthy workforce is generally more productive, innovative, and engaged. Understanding these dynamics can help organizations create supportive environments that enhance employee performance.

3. **Policy Development:** To inform policy development within organizations and at a governmental level. Insights from this study can guide the creation of policies that promote gender equality, support work-life balance, and provide necessary health and wellness resources (Sigroha, 2014).

4. **Economic Impact:** To understand the broader economic implications. The well-being of working women is not just a personal issue but a significant economic concern. Healthy, satisfied employees are likely to contribute more effectively to the economy.

5. **Social Change:** To contribute to societal change by challenging and reshaping traditional gender roles. This study can help highlight the importance of shared domestic responsibilities and the need for societal support systems that enable women to thrive in both their personal and professional lives.

1.14 Definition of Wellness

Wellness is a dynamic and proactive state of well-being that involves making deliberate lifestyle choices to support physical, emotional, social, intellectual, and spiritual health. Rather than simply being disease-free, wellness means actively engaging in behaviors that promote long-term vitality, mental clarity, and life satisfaction.

1. **Physical Wellness:** Involves maintaining a healthy body through regular exercise, a balanced diet, adequate sleep, and routine medical check-ups. Physical wellness is crucial as it directly impacts energy levels, productivity, and overall health (Buddhapriya, 2009).

2. Mental Wellness: Pertains to cognitive functioning, stress management, and mental clarity. It includes maintaining a positive mindset, seeking help for mental health issues, and engaging in activities that stimulate the brain.
3. Emotional Wellness: Refers to the ability to understand and manage emotions. It involves coping with stress, developing resilience, and maintaining healthy relationships. Emotional wellness is vital for personal and professional interactions.
4. Social Wellness: Involves having a supportive social network and engaging in positive interactions with others. It includes relationships with family, friends, and colleagues, and contributes to a sense of belonging and community.
5. Occupational Wellness: Pertains to job satisfaction, work-life balance, and having a career that aligns with one's values and goals. Occupational wellness is crucial for long-term career success and personal fulfillment.
6. Intellectual Wellness: Involves engaging in creative and mentally stimulating activities. It includes lifelong learning, critical thinking, and expanding knowledge and skills.
7. Spiritual Wellness: Refers to having a sense of purpose and meaning in life. It may involve religious beliefs, meditation, or a connection with nature and the broader universe.

Each of these dimensions is interconnected, and an imbalance in one area can impact overall wellness and well-being. For working women in India, addressing all these dimensions is essential to achieving holistic health and optimal performance at work.

1.15 Gender Dynamics in the Indian Workforce

Historically rooted gender norms have shaped the roles of men and women in Indian society, including their participation in the labor market. While progress has been made in breaking down traditional barriers, gender disparities persist. This section will explore the historical context of women in

the workforce, shedding light on the evolving dynamics of gender roles and expectations.

In traditional Indian society, men were typically seen as the primary breadwinners, while women were responsible for household chores and child-rearing. However, economic pressures, increased access to education, and changing societal attitudes have led more women to seek employment outside the home. Despite these changes, many women continue to face significant challenges, including discrimination, unequal pay, limited opportunities for advancement, and a lack of support for balancing work and family responsibilities (Jose, 2004).

The persistence of these challenges underscores the need for a deeper understanding of the factors that influence the well-being and performance of working women. Addressing these issues requires a multifaceted approach that includes policy changes, organizational support, and societal shifts in attitudes toward gender roles.

1.16 Research Questions

1. What is the importance of wellness or well-being of working women in Indian organisations?
2. How to critically examine the idea of wellness or well-being among working women in Indian organisations?
3. Which are the challenges faced by women working in Indian organisations affecting their well-being?
4. What is the association between the Wellness of working women and their performance in the workplace?
5. Which are strategies for working women to improve their wellness and contribute more to their performance and organisational demand?

1.17 Research objectives

This study aims to investigate the well-being and performance of working women in India comprehensively. The specific objectives include:

1. Identifying Key Factors: To identify the key factors that contribute to the wellness and well-being of working women. This includes physical, mental, emotional, and social health aspects.
2. Assessing Impact on Performance: To assess how these factors impact professional performance and productivity. This will involve examining various metrics of job performance and employee engagement (Shravanthi et al., 2013).
3. Evaluating Workplace Policies: To evaluate existing workplace policies and their effectiveness in promoting the well-being of female employees. This includes policies related to work-life balance, health and wellness programs, and career development opportunities.
4. Recommending Interventions: To recommend interventions and best practices that organizations can implement to enhance the well-being and performance of their female workforce. This will include policy recommendations, organizational practices, and support systems.
5. Promoting Gender Equality: To contribute to the broader goal of promoting gender equality in the workplace by addressing the unique challenges faced by working women and advocating for equitable treatment and opportunities.

1.18 Outline of the thesis

The study will employ a mixed-methods approach, combining quantitative and qualitative research methods to gather comprehensive data. This will include:

1. Surveys and Questionnaires: To collect quantitative data on various aspects of wellness, well-being, and job performance from a diverse sample of working women across different industries and regions in India.
2. Interviews and Focus Groups: To gather qualitative insights from working women, providing a deeper understanding of their experiences, challenges, and needs (Shravanthi et al., 2013).

3. Case Studies: To analyze specific organizations that have successfully implemented policies and practices promoting the well-being of female employees.

4. Literature Review: To review existing research and literature on the well-being and performance of working women, both in India and globally, to contextualize the findings and identify best practices.

Conclusion

The well-being of working women in India is a multidimensional issue that impacts both personal lives and professional performance. As women continue to play an increasingly significant role in the workforce, it is crucial to understand the factors that contribute to their wellness and well-being. This study aims to explore these factors in detail, providing insights that can inform policy development, organizational practices, and broader societal changes to support the health and productivity of working women in India (Tanwar et al., NA).

CHAPTER II - LITERATURE REVIEW

2.1 Theoretical Framework

The research study mainly deals with the wellness and well-being of working women as they try to build a work-life balance. The impact of this situation on the performance of female workers will also be investigated. According to Indian Women's Health Report 2021 (2021), 90% women are reported to have health issues, which is a growing concern in modern society. Poor physical health and unsatisfactory mental health have been the detected issues among women. Due to lack of awareness regarding the needs of women, their overall well-being is not taken care of and there is a significant decrease in productivity rates.

In this chapter, the intersection between women's wellness, well-being, and their performance in India will be thoroughly investigated. This is a critical area for study as emerging countries like India have shown evolving dynamics of gender roles, workplace culture and societal expectations. Literature states that both theoretical frameworks and empirical studies have shown the influential factors governing this relationship. In this context, the literature review is going to put forward several aspects, such as gender roles & societal expectations, work-life balance & stress management, organizational culture & support system and health & mental well-being. Further, gaps in the research and future directions of the study will be highlighted.

1. Gender Roles and societal expectations

Gender roles have a deep-rooted meaning in Indian society and it impacts the well-being and work performance of women in contemporary business. (Sen and Batliwala, 2000) defines women empowerment as the process through which the powerless gains control of the surrounding situations and emphasizes an inward change. It also suggests the extent of influence people have over their external actions that actually affect their welfare. As the people expand their thinking abilities, they make strategic life choices in a context which was previously denied to them. As India is an agriculture-based country,

women's empowerment was first measured in this field across five dimensions, that is, production, resources, income, leadership and time use.

Chakraborty and Mukherjee (2019) attempted to find out the influence of societal factors on women's wellbeing and work performance. Migration is one such factor, which involves sustained or permanent sojourn at the travelling place. The migrant slowly acquires some significant ties with the new place of residence. Migration of female workers can affect their well-being and they might depend on their families, communities or other societal members to attain the minimum standards of wellness. The multi-dimensional state of personal being can be both subjective and objective, which moves across the six realms of rights and opportunity.

Dhawan (2005) investigated the role expectations of women in Indian society, which is highly related with societal culture and identity development. In the last few years, women's education, employment, family roles and interrelations between these components have grabbed the attention of many researchers. There has been a dramatic change in laws, attitudes and norms that influence women's status, roles and development in Indian society. A constant restructuring and reorientation of women's roles in the modern Indian society is visible. However, research gaps persist in understanding the impact of these changes on the behaviors, values and attitudes of women.

Economic, political and social developments have brought about innovations in lives of urban, middle-class women and created a pathway for conflict with the traditional values and notions. The lives of Indian women have been affected by fears, insecurities and a feeling of under confidence as they take up new roles in the society. As a result, their performances in the new job roles have degraded and this situation created a long-term negative impact on their psychological state. The changing roles and possibilities have affected the coping orientation, initiativeness and planfulness of women while attaining their goals. It is a function of their living context and unique experiences.

The next article delves into the role of psychological capital, perceived gender equity and other similar factors on the well-being of modern women (Chawla

and Sharma, 2019). The personal survey method employed in this research constitutes 433 managers from the private sector companies in India. The findings revealed that perceived gender equity in the workplace has a positive impact on the well-being and productivity of both men and women. Among all the genders, the greatest positive impact has been observed in women. The organizations try to arrange training sessions in order to strengthen the psychological capital of the female employees.

Slowly, the organizations realise the importance of human capital in maintaining a competitive edge in the market. Organizations are therefore trying hard to take care of the well-being of the employees and are aiming towards higher productivity, dependability and overall work quality. Employee well-being is related to personal sacrifices for the client and it goes beyond the conventional duties and responsibilities of the employees. In the initial years, countries like India did not encourage women's participation in the workforce, which slowly changed over the time when they started thinking beyond their household responsibilities. Volatile economic conditions and increasing work pressures have been the subjects of interest for the researchers.

India is a vast, multi-cultural society having complex social dynamics, expectations and identities. Among all the genders, women's role in the society is somehow dictated by the social norms and regulations (Bullough et al., 2021). It affects the professional career of a woman, either working in an organization or working as an entrepreneur. Role of women in modern businesses can not only pave the way for new jobs, but also contribute to social and economic growth of the society. The dynamic interaction between gender role expectations and societal culture shapes women's job performance. Estimates of Global Entrepreneurship Monitor (GEM) showed that 231 million women have decided to start their own business in 59 economies across the globe.

Van Kempen (2009) conducted an experimental inquiry into the roles or expectations of women in Indian society. The study specifically focuses on women organized self-help groups in North-east India. The study calculates the effects of overly optimistic expectations and unrealistic expectations of Indian

society regarding job roles and activities of women. It was seen that unrealistic expectations can trigger negative emotions like disappointment and may jeopardize the empowerment process. Modest expectation is likely to promote attitudes that are conducive to empowerment. It also increases the aspiration and motivation of women towards their respective job responsibilities.

Reports on the emotional well-being of Bangladeshi women participating in the micro-credit scheme of Bangladesh Rehabilitation Assistance Committee (BRAC) showed that the higher a woman's perceived contribution to household income, the more likely she is to report emotional stress (Van Kempen, 2009). BRAC women showed higher emotional stress as compared to their non-BRAC counterparts. The above incidents showed that defiance and transgression within the traditional gender roles may bring additional anxiety and tension among women workers. The difference between expectations and achievement might have a negative impact on the performance of women workers. Initial improvements give birth to new expectations, but they quickly turn into frustration when anticipated outcomes are not realised.

UN women have long recognized the significance of women in various spheres, such as, economic development, individual health and societal advancement. However, emerging nations like India are yet to discover the interplay and nuances of women's growth and culture in the professional field (Bullough et al., 2021). The society has not been able to penetrate through its indigenous culture of keeping women away from corporate jobs. With changing times, women's capabilities are now increasingly recognized as complementariness of business goals. Women are now able to develop skills and evenly distribute their tasks. Two key skills acquired by women are interpersonal skills and emotional empathy.

2. Work-life balance and stress management

Among Indian working women, work-life balance and stress management have been two recurrent themes that impact women's well-being and their performance at job. Shrivastava and Purani (2019) determined the stress factors of women that arise due to role conflicts between work and family

responsibilities. It is observed that women face depression and other mental problems due to increased levels of stress and it makes them vulnerable to a multitude of diseases. In today's competitive environment, stress occurs when there is no job satisfaction and through work-life balance, women try to gain stability in both personal and professional arenas.

Empirical studies conducted across women workers of public sector banks show that work life balance and stress management can be governed by few associated factors, such as, encouraging social groups, accommodating working conditions, impartial reward management system, and employee-oriented policies. Working women believe that a job determines a person's worth and place in society and also links a person with his goals. It gives a purpose to one's existence. In order to make the job satisfying, a mutually beneficial relationship must be created between the employer and the employee. In India, there is a role conflict that occurs while striking a work-life balance.

Balaji (2014) studied the work life balance of women employees in the IT sectors of India. The variables considered in this study are family-work conflict, size of the family, age of children, work hours and level of social support. In the backdrop of urbanization and modernization, Indian culture has undergone rapid transformation with respect to career development of women. As compared to a few decades ago, the educational opportunities of women have become substantially higher in modern times. In the urban setting, new vistas have opened for women due to increased awareness and raised aspirations of the female candidates.

The first criterion for married women to start a new job is economic and financial independence. Nowadays, work-life balance has been a prime factor that is difficult to achieve by working married women as they try to strike a balance between family responsibilities and work commitments. Due to lack of work-life balance, many workers lost their basic culture and common humanity. There is a great concern within the society and organizations regarding the multiple roles of women that impact their health and mental conditions. Work-

life balance also has long-term implications on the work and family performances of the women.

Sirajunisa and Panchanathan (2010) discuss the influence of occupational stress on the work life balance of women professionals. In recent decades, women are seen playing dual roles, that is, negotiating house work and keeping up with their work responsibilities. Long and inflexible work hours may contribute to psychological distress and occupational stress among female workers. In many situations, parental demands add to this stress level. When social support is low, this situation creates a negative impact on the well-being and productivity of women in every sphere of her life. It also imbalances the work-life condition of a woman.

Role theory has been referred to in this study, which states the multiple roles of individuals both as workers and family members. Due to limited time and energy, these roles overlap and the individuals struggle to allocate considerable time for each of the roles. Friction between these roles exacts a cost, either decreased marital or job satisfaction, job turnover, or poor health. Role theory also proposes solutions to cope with these issues using available resources. Coping mechanisms became easier to follow when there is high self-awareness, time management and establishment of support networks, work flexibility, supportive labour policies and favourable corporate culture.

Yadav and Yadav (2014) studied the impact of work-life balance on the stress management and job satisfaction of working women in public sector banks. In today's intensely competitive business environment, women workers find it very difficult to balance their professional and personal areas. The overall profit or sales margin of an organization depends on the final performance and the quality of deliverables of the employees. Women belonging to public sector banks of India revealed that work-life balance and stress management can be achieved through encouraging social groups, impartial rewards and employee-centric policies. These two issues must be managed constantly.

Work-life balance requires fulfillment of different sets of demands both in professional and personal fields. When there is an overlap of these demand

conditions, the person faces a lot of issues and stress (Yadav and Yadav, 2014). The root cause of stress can be regarded as a stressor and there can be more than hundred stressors of different types. During these situations, a person finds it threatening or difficult to cope with the excess pressure. Stress hampers both productivity and morale of the employees and they tend to lose their commitment towards the organizations. Work-life balance policies must be designed in a way that can mentally uplift women workers.

Sundaresan (2014) highlighted the implications of work-life balance for working women, especially in the Indian business environment. A healthy work-life balance is assumed to have a great significance for working women as they virtually have to deal with two full-time jobs simultaneously. Working women face severe challenges in coordinating these two jobs as compared to men. These workers experience a conflict when there is a job spillover at home. They had to make sacrifices in either one of these areas to succeed in the other one, as they both have distinct demands and norms to abide by.

Traditionally, Indian women have taken the role of a nurturer and caregiver, who is responsible for managing the family and taking care of all the family members. Men were perceived to be the breadwinners, who would support the financial needs of the family. With changing times, the percentage of dual earners in India has increased and both work environment and family have become important institutions of life for both men and women (Sundaresan, 2014). However, several stereotypes are attached with working women as they take out time for work due to family responsibilities. They have to skillfully blend their roles and showcase their potential in every face of their lives.

3. Organizational culture and support systems

Studies by Joshi and Rani (2013) show the impact of organizational culture on female employee morale in the service sector of India. Organizational culture is defined as key values, beliefs and understanding that are shared among the organizational members. They tend to flare in their respective domains when their morale is boosted. Culture significantly impacts employee morale and also

considers the various dimensions of employee motivation. Culture is unique to an organization and it constitutes the expected, supported and accepted way of behaving in a workplace. It influences the perception of every worker starting from executive to lowest rank.

Taking help from five different organizations, the authors have tried to derive the value of Pearson correlation in order to understand the relationship between organizational culture and employee morale. It is noted that the public sector organizations have chosen to follow a closed organizational culture, while private sectors have opted for an open organizational culture. Morale of the employees, especially female workers, are positively related with new ideas, decision-making freedom and interdepartmental relations. Other variables that impact the morale of female workers include excellence, trust, communication, and status. The correlation analysis, as presented in the tables, reflects the significance of these variables within the business context

Pandey and Deepti (2023) project the impact of organizational culture on employee behavior as noted in research and development organizations. Using statistical software like SPSS, ANOVA and Pearson's Coefficient of Correlation have been derived. It is noted that the studied organization follows a mix of technocratic and bureaucratic culture, which have positive impacts on employee behavior and their job performance. This type of organizational culture also helps organizations understand the causes of employee performance problems and appreciate the importance of motivational practices to build a healthy work environment for all. The study has also shown the relationship between organizational culture and knowledge management.

Organizational philosophy is the guiding principle for all the employees to set the values and abide by them. They can easily sense unethical practices or wrongdoings in the workplace, take appropriate measures and find a way to march through them. National culture can also impact the association between organizational culture and employee behavior. Female employees resolve problems by considering relationships, time and the surrounding environment. One country differs from another in terms of culture by shared coding of mind,

which is an integral element in managing the human resources. New ethics and employee-intensive areas can give rise to a multicultural model in the organization.

Chaudhuri et al. (2020) review the work-life balance policies and their impact on organizational results by reviewing literature from the Indian context. Family friendly work-life balance policies have been the focus of contemporary organizations since globalisation and modernization have struck through. These policies are able to increase employee retention and deliver handsome profit margins. Industry sectors like information technology (IT) and business process outsourcing have seen immense benefits of work-life balance policies and other sectors like banking and higher education are still yet to implement these policies vividly in the business. The work-life balance policies appreciate all the organizational dimensions and help in the development of human resources.

For female workers, the work-life balance policies are thought as one of the best talent management strategies that enhance their quality and retention. Extant literature on work-life balance interventions show their positive impacts on organizational outcomes, work-family dynamics, organizational citizenship, organizational commitment and job satisfaction. Work-family balance can help create an inclusive environment for women and promote cultural transformation within the business and society. Examples of key work-life balance initiatives include effective job design, flexible working arrangements, family-friendly policies and personnel development. Moving from India to the west, these policies are quite common and very important in gig economies.

Professional women in India can select from a multitude of innovative career support services as per their unique needs within the rapidly changing environment and sociocultural gender expectations (Younger et al., 2015). A women-centric consultancy and training firm in Bangalore, India has built an innovative intervention model that can support the goals of female professionals and help them succeed in their career. Data is drawn from case studies of multiple multinational organizations. The identified themes were adaptation of participants to work-life stressors, gender obligations, networking,

assertiveness and strategies for taking control of the career paths. It was realised that career support infrastructure for female talents was very weak.

With the period from 2005 to 2010, women's participation rates in the workforce has declined and indicated a problem towards sustainability of female workers. Common factors associated with this condition can be gender beliefs, internalization of women and their key stakeholders, ability to achieve work-life balance and career choices of women. As the innovative intervention model was newly launched in the market, there were mixed responses from the female workers (Younger et al., 2015). Despite having huge gender disparity, this kind of model can take care of areas like economic empowerment, maternity, childcare trends, and social or political rights of women.

Considering work-life balance, Indian employees can face a number of difficult situations, having socio-cultural implications. Changes in socio-cultural levels of the workplace have created imbalance within the work structure and personal areas of employees. This increases the stress levels of women and as a result, attrition rates in organizations keep on moving up. Present-day organizations are recommended to arrange for a flexible work structure for the employees so that they are able to manage both sides effectively (Younger et al., 2015). Through searches of academic, business and sociological databases, it is found that both role overload (RO) and role interference (RI) affect work-life balance of women workers.

Role overload is defined as the tendency to perform a large volume of work within a limited time, often resulting in missed deadlines and compromised work quality (Mohanty & Jena, 2016). This is a common challenge faced by today's professionals. Similarly, role interference arises when employees encounter incompatible demands that hinder their ability to perform effectively in their job roles, which may stem from family obligations spilling into work or professional responsibilities affecting personal life. To minimize these challenges, employers must advocate for and implement workplace regulations and principles that promote a healthy work-life balance.

4. Health and Mental well-being

According to Buddhapriya (2009), the work-family challenges can moderate the career decisions of the female working professionals. While working in the top positions of management, women professionals strongly face work-life conflict. Family responsibilities can affect the career choices or career advancements of the female employees and they require support from their immediate circle in order to thrive in every segment of their lives. The study takes the opinions of 121 women professionals working in government offices, public sector, private sector and NGOs. The perceptions of women regarding the barriers in their career progression were studied. Notable demographic factors acting as inhibitors of career progression were marital status, hierarchical levels and family structure.

Family responsibility affects the career choices of a woman as a female spouse is generally expected to take care of the family and perform the household chores. Also, after giving birth, their career choices become more casual and loose. They are not able to utilize their full potential and have to make career trade-offs due to their family responsibilities. Women professionals expect that the organizations will help them achieve better work-life balance and make provisions likewise. Half of the female respondents agree to the fact that “flexibility in work location” can be an additional support for them.

Another set of authors, Koujageri and Lakshminarayana (2022), revealed the wellbeing dimensions of women working in the IT sector and factors affecting their health conditions and mental wellbeing. As per the norms of Indian society, women have always been deprived of their rights and are excluded from handling social, political, economic and family affairs. The exploratory, cross-sectional study using 446 samples in the frame. Data collected was based on sociodemographic, physical, emotional, intellectual, social, spiritual and environmental wellness. It was found that the health status of women is not solely dependent on their lifestyle choices and is highly controlled by social, economic and political factors.

Health and wellness is not only restricted to physical attributes, but also has other dimensions. Physical health, social health, financial health and occupational health have been the different domains of wellness. Women may feel stressed and anxious due to poor social interactions, complex economic climate, toxic relationships or financial distress. Resources like air, water, living conditions and surrounding factors contribute to the physical and mental setup of women and they take up intellectually challenging and innovative activities, like training, education, cultural activities, meditation, and environmental initiatives. They find a purpose in their lives, which is also reflected in their work performance.

Studies by Jain and Divya (2020) have shown the relationship between job-specific emotional wellbeing and work productivity on Indian female employees. The study has considered the Volatile, Uncertain, Complex and Ambiguous (VUCA) business environment, which is an important driving factor for all the organizations to remain motivated and practice continuous learning. A sample of 160 employees was selected for this research with a response rate of 100%. To test normality and reliability of data, Cronbach's alpha metric was applied. The results have suggested that there is a weak connection between emotional wellbeing and productivity and it is disparate across educational qualification and age.

It is realised that a mentally stable and healthy employee is far more productive and can easily recognise imbalances to solve them gradually. Mental wellbeing forms a major part of the female worker's lives and it makes life pleasant and enjoyable for them. The researchers have figured out that wellbeing and productivity frequencies can affect the basic life values of women and also their mental status. As emotions regulate the mental status of a person, a happy soul is likely to perform well. However, cases vary across countries and the argument is not easy to generalize.

Shanbhag and Joseph (2012) studied the mental health status of female workers in the private apparel manufacturing industry in the Bangalore city, Karnataka, India. People working in various sectors feel that their jobs not only

provide them with an earning but also help maintain self-esteem. However, these jobs can also be the source of constant strain and stress. In the manufacturing industry, the job responsibilities of female workers can have severe effects on their mental health. It is seen that 45.1% of the study population has a significant scoring, with a likert value of 5 or more.

Reported health conditions of female workers have been somatic illness (11%), anxiety symptoms (7.6%), social dysfunction (7.1%), and depression symptoms (6.8%) (Shanbhag and Joseph, 2012). No significant demographic factor has been reported to have any connection with these conditions. These demographic factors can be age, education, marital status, occupational factors. According to the configuration of each country and the setting of the community, the mental health of working women vary. These conditions are also influenced by economic, legal, infrastructural and environmental factors. As the garment industry is export oriented, women workers of this sector have low socio-economic status, which creates additional pressure on their mental health.

Gurtoo (2016) reviewed the workplace conditions and employer relationships within the realm of female Indian workforce. The study models the various crucial aspects of a workplace condition and the dynamics of an employer-employee relationship. These can be the predictors of economic well-being of domestic workers. There have been persistent inequalities between the male and female domestic workers and as a result, women workers have been deprived of many benefits. Two important and unique aspects of female workers can be feminization of their work naturalized by innate caring characteristics and the nature of employer-employee relationship.

In recent decades, the number of domestic workers has increased dramatically crossing almost 20 million and is expected to increase further due to rising demands for personal care services. Change in the lifestyle of urban households has increased the demands for these services. Women's work in this sector is considered low status and they are highly exposed to abuse and exploitation in all forms. The working conditions are significantly different

from other forms of jobs (Gurtoo, 2016). Long-term protests have been observed among working women of this sector regarding decent wages and proper work conditions. Minimum wage policy for these workers was introduced under the Schedule of the Minimum Wages Act (1992).

2.2 Theoretical Frameworks

Role theory

Role theory combines elements of sociology and psychology to explore how people adopt behaviors aligned with their assigned or assumed societal roles. These roles, shaped by cultural and institutional norms, come with specific duties and expectations, and any misalignment can cause stress or uncertainty in social and professional settings.. These roles—shaped by cultural norms, institutional expectations, and social interactions—come with defined behaviors, responsibilities, and values. When people accept a social role, they typically align with its expectations to maintain societal harmony. However, deviations from these norms can lead to role conflict or ambiguity, which may affect personal identity and workplace dynamics.

Eagly and Wood 2012 studied social role theory and its impact on sex differences and behavioral factors of both the genders. According to people's observations, there have been many stereotypes and beliefs regarding gender roles in society and family. In industrialised societies, women mainly take up caretaking roles in employment and at home. Women are recognised as communal, caring individuals. As per societal culture and circumstances, people tend to tag certain activities with a particular type of gender and they are expected to enact that specific role. With growing socialisation, sex-typical role performances enable both genders to develop certain traits and qualities.

No discipline can provide a sovereign, overarching answer regarding the typical behavior of boys and girls in a particular situation. Sociologists state that the differences in behavior impact their position in the social hierarchies. Biologists state that the sex differences in relation to behavior may arise due to differences in hormonal regulation. On a broader view, role theory talks about

the role performances of the genders which arise due to their behaviors and corresponding dispositions. This circumstance also impacts the psychological processes of the individuals and sets self-standards by which they regulate their own behavior and also manage other's expectations.

Koenig and Eagly (2014) produced evidence regarding social role theory, which guides the observations of groups and their stereotypic behavior. The study tests the proposition that is observed across multiple groups and their stereotypic content. Stereotypes may develop due to observations and research on participants' beliefs and their occupational roles. The occupational roles of the individuals reflect the social group in which they belong. These roles can be lawyer, teacher, chief executive officer or manager. Examples of social groups may be Hispanics, white men, senior citizens or high school dropouts. The Bureau of Labor Statistics have shown that the occupational roles as stated by women are generally true and accurate.

Social role theory predicts that the beliefs of the groups are generally related with the group stereotypes and communication. In an experimental study, the social groups were studied as per their changing social roles in future, their projected stereotypes and their stereotypic content. The behavior towards a social group dictates whether a person is going through a normal phase or a troubled emotional relationship. However, there have been stereotypes attached to this situation. Generally, a woman is asked for help while experiencing a troubled relationship, while a man is searched for while facing an obnoxious employer.

Dabholkar et al. (1994) researched the dynamics of long-term business-to-business exchange relationships with the help of role theory. Propositions are built around role theory and economic bargaining. A dyadic negotiation process of a business generally depends on the long-term relationships and the behaviors of the individuals at both the sides. Exchange relationships are formed through mutually beneficial outcomes, which generally arises from a series of transactions and bi-directional link. Role theory can be linked with the behavioral and economic constructs of the transactional cost analysis

framework. The information shared by the two parties following this principle generally affect negotiation outcomes.

According to role theory, the buyer and seller acts as boundary-spanning personnel, playing their own respective roles in the process. Each party has unique expectations and exchanges his desires with the other party. When expectations are unclear, actual behaviors may deviate from the desired goals and it may affect the long-term relationship between the two parties. Role stress might occur in the process, which is characterised by role conflicts and role ambiguity. This situation arises when the behaviors and expectations of one player are incompatible with the other player. This can consequently impede the formation of exchange relationships between these two parties.

Social Cognitive theory

Developed by Bandura, Social Cognitive Theory suggests that individual actions and learning patterns evolve from the continuous interaction between personal beliefs, behavior, and social context. through ongoing interaction with their environment, internal thought processes, and behavioral feedback. It underscores how self-belief, self-efficacy, expected outcomes, and observational learning influence personal motivation and behavior change. Learning is viewed as a socially embedded process, shaped through observation, imitation, and interaction. The framework includes key elements such as self-efficacy, reinforcement, and goal setting, all of which influence how individuals regulate their behavior and adopt new actions. The theory has been applied to a variety of settings, from education and health to career development, highlighting the importance of perceived control in achieving personal and professional outcomes.

Social cognitive theory plays a major role in the adoption, initiation and maintenance of health behaviors. The key constructs of social cognitive theory mainly refers to perceived self-efficacy, outcomes expectancies, goals and socio-cultural impediments. Social cognitive theory dates back to the 1970s, when people started shifting their notions from behavior to cognitions. In 1977, Social Learning Theory was established that navigated the direction of

psychology. During this period, the researchers became aware of the application of social modelling in human motivation. Knowledge and competency are required to carry out social modelling in this field by generating new behavior patterns and instilling behavioral outcome expectations.

Social cognitive theory also encompasses behavioral change driven by personal sense of control. People make firm resolutions on solving a problem instrumentally and become more committed to their decisions. They lead more active and self-determined lives and show some degree of control over their own actions. A low sense of self-efficacy may hamper the mental well-being of a person and cause depression, anxiety and helplessness. Another segment of social cognitive theory outcome expectancies, which relate to a person's beliefs about his own actions. Outcomes expectancies are observed across multiple domains, that is, physical, social and self-evaluative domains.

Social cognitive theory has been applied to diverse areas, such as, school achievement, career choices, socio political landscape, mental or physical health, emotional disorder and clinical psychology. It shapes the personality psychology of a person. Before adopting a behavior and planning an action, the individuals first set goals in mind and execute the actions likewise. Goals act as self-incentives and elements of empowerment, guiding the health behavior of individuals. Two types of goals have been identified in this theory, that is, distal goals and proximal goals. Intentions are similar to proximal goals that regulate invested efforts and guide actions.

Bussey (1999) discussed social cognitive theory and related it with gender development and differentiation. Human gender differentiation has been a common aspect of people's lives which affect almost every other area. Social cognitive theory specifies the creation of gender constructs from the complex mix of experiences as well as self-regulatory mechanisms. These constructs guide the gender-linked conduct throughout the life course. The theory combines the psychological and socio structural determinants and brings out a unified conceptual structure. According to this theory, gender conceptions are

built through a broad network of social influences and work interdependently across a wide range of societal subsystems.

Gender development has been considered a fundamental issue in this article as it creates talents, conceptions, socio structural opportunities and constraints encountered by people. Through societal gender-typing, the social life and occupational paths of the people are carved. Over the years, the roles of males and females have become separate and are differently valued. Males are generally regarded as desirable, effectual with a higher status, while women are considered just the opposite. The role behaviors taken up by the genders depend on the broad network of social influences and attributes of their surrounding social systems. The third dimension of this theory is its temporal scope, which operates during early childhood rather than operating throughout the life course. The gender role conduct varies to some degree across social contexts and are governed by rules.

Gender conduct is also navigated through sociocultural and technological changes and it revises the preexisting conceptions of gender roles. Social cognitive theory is applied to the early stages of childhood and is negotiated throughout the course of life. The sociocognitive determinants related to gender orientations span the entire age range of the individuals. The processes affecting the theory are cognitive, social, affective and motivational processes. The theory has many similarities with cognitive developmental theory.

2.3 Job Demands-resources model

According to Bakker and Demerouti (2006), the job demands-resources model can be thought of from the “state-of-art” purview. The study realises the strengths and weaknesses of this model and relates it with the effort-reward imbalance model to find out the predictive value for employee wellbeing and introduce the most basic premises of the job demands-resources model. This model is generally used as a tool for human resource management and it controls the individuals, work groups, departments and organizations at large.

Simultaneously, the paper challenges the stress models and focuses on the indicators of employee well-being.

The JD-R model illustrates how employee well-being is shaped by the interplay between occupational pressures and the support systems available to them. how workplace stress and employee engagement arise from the interplay between job pressures and the support systems in place. Demands such as high workload or emotional strain can deplete energy, whereas access to positive resources like feedback, mentorship, and opportunities for development helps sustain motivation and prevent burnout. Job demands involve physical, social, or psychological pressures—such as intense workloads or emotional strain—that require continuous effort and may lead to fatigue or stress if unrelieved. In contrast, job resources—like supportive management, skill development opportunities, and feedback—act as buffers against these demands and foster employee growth, engagement, and resilience. The model emphasizes that a mismatch between demands and resources can disrupt personal equilibrium and impair performance. However, when resources are sufficient, they not only protect well-being but also enhance job satisfaction and organizational outcomes (Schaufeli, 2017).

The JD-R model was introduced for investigating employee burnout and finding out its relation with psychological stress. An employee may face psychological stress due to emotional drain, mental distancing and reduced personal efficacy. The person starts doubting himself and senses a feeling of exhaustion while carrying out his responsibilities. The JD-R model states that adequate resources are needed to fulfill the demands of every job. Job demands are referred to as the sustained physical or mental efforts, associated with certain physiological and psychological costs. Job resources stimulate personal growth and development, which helps personnel achieve their work goals. Performance feedback is also another useful job resource.

Demerouti et al. (2001) proposed the elaboration of job demands-resources (JD-R) model with respect to two broad categories, that is, job demands and job resources. Job demands relate to exhaustion of burnout

components and job resources relate to disengagement of the workers. Three occupational groups were taken for this research, that is, human services, industry and transport. About 374 people were taken as the sample. The results suggest that the two-factor structure of the new burnout instrument is essentially invariant across all occupational groups. The new burnout instrument studied in this paper is Oldenburg Burnout Inventory, which is a popularly used model.

JD-R models state that normally people stay in the equilibrium of cognitive, emotional and environmental systems and any disturbance within this system may lead to stress. The availability of coping resources at a given point of time largely influences the performance capacities of the individuals. Authors have proposed the control model of demand management, which talks about the performance-protection strategy of individuals adopted during the time of high stress. By mobilizing sympathetic activities and increased subjective efforts, the employees try to achieve performance protection. Operationalization of strategy impacts the overt decrements of primary task performance. Several patterns of indirect degradation have also been identified by the researchers.

Job demands-resources model (JD-R) model is a kind of occupational stress model that suggests that strain is the factor that causes imbalance between demands of an individual and the resources possessed by him. This model is used as an alternative to other models such as demand-control model and effort-reward imbalance model (Lesener et al., 2019). The proponents of the job-demands resources model call it a diversified model that can incorporate a wide range of working conditions as seen in modern industries. JD-R focusses not only on negative outcome variables like burnout, ill health or repetitive strain, but also on positive indicators like outcomes of employee well-being.

Every occupation has its own set of risk factors, which depend on job demands and job resources. Job demands can be the physical, social, and organizational aspects of the job, which may have physiological or psychological costs. Job resources can be career opportunities, supervisor coaching or role clarity that ultimately reduce these costs and stimulate personal growth (Lesener et al., 2019). The model assumes that job resources outweigh

job strain, resulting in positive attitudes and behaviors of employees. Examples of such job resources can be healthy performance feedback and social support. A wide number of job demands and job resources may interact in predicting the level of job strain.

2.4 Gaps and future directions

The above literature discussed the various factors that affect the wellbeing or wellness of female workers and the extent to which they have achieved work-life balance in Indian society. The literature puts forward dual commitments of the female workers, that is, towards their family and job position. Sometimes, these job roles conflict or overlap and it becomes very difficult for the female employees to choose any one role. Such a situation leads to unexpected depression and stress, which also negatively affects the productivity and performance of these women workers. It is also believed that pressures of societal regulations add to this problem.

In the light of key theories, that is, role theory and social cognitive theory, the current work-life balance condition of the female workers are illustrated in the study. The study also projects a gender inequality and the allocated duties of all the genders that demarcate them from one another. Despite all the studied factors, the literature review has not focussed on the steps taken by modern organization towards promoting gender equality, fairness in wages and other similar activities so that women can be empowered and appreciated for the duties they perform. The past literary studies also did not highlight the future direction in which the current situation is heading.

The past literature did not thoroughly investigate the work-life balance structure in SMEs and MNCs and identify the salient differences between the two companies. Additionally, past literature did not reveal the constraints or barriers of work-life balance applicable in the present scenario. The novelty of this research is that it is going to cover many untapped areas and bring into light the real factors that affect the wellness of Indian female workers and the way they perceive life and responsibilities. The research will also present data

showing the health conditions of Indian female workers and the major illnesses they face due to conflicting job roles and family duties.

The labor market, tech-based jobs, startups and gig economy are on the rise in the recent decades and this is going to reshape the career pathways of women in India. Pandemics like Covid-19 have entirely changed the arrangement of work and shifted it to a more hybrid or remote environment. In the 2000s, the far-sighted HR included flexible working policies in the Indian organizations, which were relatively new during this time. Gender-sensitive practical needs are required in everyday life, but women's participation in jobs is still not taken very jovially. About one-third of the Indian workforce still needs flexible work arrangements.

Larger demands for flexible work arrangement will make it a boosting factor for work-life balance and wellness of the female workers. It is mandatory to implement the best possible policies so that they can easily enhance organizational schedules and incorporate some form of flexibility for the female workers. With time, the participation rate of women in private sectors has fluctuated massively. This led to a rise in the drop in women's productivity over these years. In 2011, 60 lakh women participated in the organized sector, which sharply moved up to 89 million in the same category. An impressive jump of 35% has been noted in white-collar jobs and tech-based jobs. Even after managing job commitments and household responsibilities, women are likely to take up leadership positions, such as, founder or co-founders of the firms and about 18% will account for the same position. Even in the burgeoning gig economy, women will hold the positions of independent contractors and consultants, which accounts for 20-30% of the total workforce. This number is likely to increase in the recent eras. Shifting social dynamics, from a joint-family structure to a nuclear family, women will not have to solely take care of the family.

2.5 Scope of the study

The scope of the study can be divided into two halves, that is, quantitative aspect and qualitative aspect. The quantitative aspect of the study

deals with statistical analysis and measurable data related to job satisfaction, wellness metrics, absenteeism and other factors. In India, working women face issues related to physical health, mental well-being and work-life balance. These surveys, questionnaires and structured interviews can gather data related to these issues so that the variables can be measured objectively (Lesener et al., 2019). Another aspect is the qualitative aspect, which shows the experiences, perceptions and nuances of the research participants that point out their wellness and work performance. Methods chosen for qualitative data collection are in-depth interviews, focus groups and open-ended survey questions that can uncover personal stories, coping mechanisms and contextual factors.

The study extends to the decade when there are positive changes in the Indian companies with respect to women empowerment and gender equality (Gurtoo, 2016). Balancing professional and personal lives can be very challenging for women as they face high levels of stress, burnout or poor mental health. Due to personal and work-related factors, women struggle to meet both ends. In this context, the study extends to the direction of providing insights to employers and policymakers so that they can improve the performance of female employees at work.

The study also moves around the growing concerns of women regarding discrimination at workplace and stigma associated with gender-centric roles in the organization. Female employees contribute to a major share of the total workforce and hence, it is the responsibility of the organization to take care of their physical or mental conditions (Gurtoo, 2016). Furthermore, the study attempts to create a broader view of awareness among the working women regarding maintenance of adequate wellness, which can in-turn affect their performance. The study not only gathers general information on women empowerment, but also covers all the aspects of health under the wellness concept.

Published documents like Indian Women's Health Report 2021 shows statistics on the number of working women who face difficulties in balancing their personal and professional arenas. The report also covered statistics related

to health issues of women and the major reasons behind their discontinuity from work (Montano and Kasprzyk, 2015). The study diversifies to the area of strategies adopted or implemented by organizations for addressing the challenges and maintaining sufficient wellness for women. In many emerging countries, there is a social taboo regarding women's career progression. Women are not given many opportunities, which hamper job satisfaction, motivation and their physical, mental, emotional or social responses.

As women face high levels of stress, there can be increased burnout or turnover. The study also identifies specific stressors that allow organizations to retain valuable talent and reduce the turnover rates. The workplace factors are also identified that can be the drivers of effective health policies and practices. From the societal and cultural view, the study has helped inform strategies that are culturally sensitive and effective (Montano and Kasprzyk, 2015). The study even proposes strategies for the human resource managers to tailor the employee wellness programs as per the needs of the working women and improve their satisfaction and participation rates.

The study also has academic contribution as it adds to the existing body of knowledge by looking at interesting dimensions like female workers' well-being, gender studies and organizational behavior. This can provide the business managers with a deeper understanding of the unique challenges or opportunities lying ahead in this field. It is a holistic picture showing the interplay between personal well-being, societal factors and workplace dynamics. The business managers can explore these unique interactions to take measures and mitigate any risk factor within the business. They can set long-term goals and strive towards achieving them through the contribution of both male and female employees.

2.6 Justification for mixed-methods approach

a) Comprehensive understanding - A mixed approach always helps in getting a holistic view of the condition. This means the researcher can gauge fully into the picture without studying it in narrow segments. The individual parts sometimes might not make much sense and collectively, they can be very

useful for the researcher. In this case, the researcher aims to look at the entire picture of women's empowerment in business organizations, which can help him discover a lot of segments, that is, gender discrimination in modern-day companies, physical and mental well-being of female workers and their work-life balance (Chawla and Sharma, 2019). Quantitative data provides statistical insights while qualitative data provides rich information.

a) Validation and Triangulation - Both qualitative and quantitative methods cross-verify the findings so that they are accurate and reliable. This increases the credibility of the study. A researcher must present valid and authentic data to the end readers, so that they are not misguided or misled. They must be able to look into the exact picture so that appropriate measures are taken to solve the issues (Chawla and Sharma, 2019). Mixed methods allow for validation of data as quantitative metrics are used for testing the hypotheses and finding out their reliability and credibility. Triangulation refers to using multiple methods, theories and datasets for addressing the research question.

b) Cultural context - As the study revolves around India's workplace culture, social norms and diversity, it is very important to have a nuanced understanding of its complex cultural dynamics. Such a viewpoint can be obtained through qualitative methods. The study centers on women's wellness, cultural habits, lifestyle and workplace performance, which require comprehensive understanding of the cultural factors prevailing in Indian society (Chaudhuri et al., 2020). As the participants were interviewed and questioned, they expressed their opinions regarding their treatment in the society and the extent to which it affected their productivity and work engagement.

c) Policy Implications - Through the integration of qualitative and quantitative data, the study can show both statistical evidence and narratives or stories so that policymakers can design appropriate interventions and promote women's wellness. From the legal area, it is important to present data and figures and substantiate these statistical numbers using proper justification of the situation (Chaudhuri et al., 2020). It is also important to point out the loopholes and limitations of the existing policies so that they can be modified

or tailored as per the needs or demands of women workers. Such a condition can be easily achieved through a mixed research approach.

d) Flexibility and Complementarity - Mixed-method approaches help in adapting to unexpected circumstances and offer a high degree of flexibility so that a portion of the study can be adjusted in order to be at par with the deadline. These approaches bring about complementarity between the breadth of quantitative data and depth of qualitative statements. These methods also provide the platform for discovering new insights or information on the research topic (Buddhapriya, 2009). This is a robust framework, which can help researchers explore the relationships between the variables. The researcher can get a comprehensive understanding of the subject matter and look at a completely new dimension of the topic.

e) Another reason behind the use of mixed-method approach is increased response rates along with better reach of the audience. Through mixed-method study, the survey response rates can be increased as participants have the option to select the data collection method that is better suited for them (Buddhapriya, 2009). They can choose between online surveys, telephonic interviews or face-to-face discussion as per their wish and also choose the type of interview they want to be a part of. The interviews can be either semi-structured, unstructured or structured.

Overall, the mixed method approach has been useful in carrying out an in-depth investigation of women's wellness and performance in the Indian workplace.

2.7 Theory of Reasoned Action

The Theory of Reasoned Action (TRA), developed by Fishbein and Ajzen, proposes that an individual's behavior is guided by their intentions, which in turn are shaped by their attitudes and perceived social norms. Essentially, people are more likely to act when they have a strong belief in the outcome and when they perceive social approval. TRA is especially useful in predicting deliberate behaviors in social and organizational contexts. The model also highlights how

motivational factors and external influences work together in shaping choices, making it relevant for understanding gender dynamics in the workplace.

The main purpose of TRA is to figure out the voluntary behavior of an individual by investigating his basic motivating factors that allow him to carry out an action. There is a normative component to this theory, which describes the social norms surrounding the concerned individuals. These social norms along with the behavioral intention of a person determine whether he is going to perform a particular action (Langdridge et al., 2007). The behavioral intention is made of attitudinal or behavioral components and subjective norms. When a person has stronger intentions, the likelihood of a behavioral action increases automatically and vice-versa. Such behavioral actions are likely to land up in desirable results.

Theory of Reasoned Action is intrinsically linked with Theory of Planned Behavior, which describes the ease or difficulty by which a person adopts a particular behavioral type. Depending on life experiences, the attitudes and behaviors develop pertaining to a situation. Both the factors, that is, behavioral attributes and subjective norms determine the pattern of behavioral change within a person (Langdridge et al., 2007). Behavioral intentions or actions moderate the mood state of a person and the fluctuation in mood is constantly inhibited by social influences and other constraints like financial limitations. Even if individuals have the best intentions to perform a task, obstacles may stand in the way.

This study attempts to focus on the workplace productivity of women workers as they cope with work-life balance. The personal and professional responsibilities of women workers are assessed to understand whether they need further empowerment or motivation to keep their physical and mental health on track. In emerging countries like India where scope and opportunity for women are exceptionally less, it is very crucial to determine their wellness, which has a long-term sustainable effect on their work performance. Till date, there have been growing concerns regarding the unsatisfactory physical or mental health of women. In Indian society, a stigma is associated with gender-centric roles.

In the light of the above situation, theory of reasoned action can be related, as it discusses the behavioral variables of the women workers that push them to take an action. It is important to study their perceptions on several areas of business to understand whether the management takes any initiative to look after their wellness. It is also important to note whether there is any discrimination at work in terms of wages or other benefits. The research not only investigates the physical health status of women but wants to have a broader view of the level of awareness persisting among women.

By going deeper into the behavioral factors of women and other employees, the researcher wants to find out whether high stress levels can lead to employee burnout or turnover. Stressors will be identified that challenge women's social and emotional well-being. At the same time, the study provides recommendations for increasing employee retention and keeping valuable talents in the business (Langdrige et al., 2007). This way, modern businesses can create a more supportive, favourable and conducive work environment for female employees. Human resource department can use the collected insights to design programmes tailored to specific women's needs.

2.8 Human Society Theory

Human society theory is based on the foundational notion that the distribution of “bad” events are slowly taking over the “good” events, whereby the distribution of goods or wealth in the society is getting affected. Past literature has depicted social relations that are linked with the nature of the societies (Welzel et al., 2003). These social relations are denoted as the identifying labels of the society. As modern society is driven by knowledge, it has become a central source of economic growth. This theory explores the emergence, development and conversion of modern societies as knowledge societies. The interactions between the societal members are also important in this context.

Multiple social systems are included within this theory of society, where three levels of system formation have gained prominence. Luhmann calls these systems “interaction, organization and society.” The theory of interaction is

very similar to Goffman's theory of interaction, where physical presence of participants is necessary along with transparent reciprocation of commands. Through interaction, the subject matter can be processed and they can be included as an integral part of the daily lives. Organizations are the formal institutions that show an intermediary level of system formation. All the members are bound to follow the corporate values or regulations of the organization.

According to Giddings' theory of society, a social phenomenon is a product of the stimulus that is generated through "pluralistic" behavior, which can give rise to "herd instinct" among the individuals. Such behaviors can be derived from discriminating association, ethical code, division of labor and cooperation (Welzel et al., 2003). In the long run, selection and perpetuation of the adequate "fit" is useful. This theory has many psychological interpretations and accounted for social origins during the evolution of society. Many studies have used this theory to create a fair comprehension of the society and orient their research works towards social perspectives.

In this study, the social nature of women and their role in the society can be compared with the principles of this theory. According to social norms, women's part in the household was clear and they were not given the opportunity to bring an earning for the family. While comprehending the social environment, the genders have developed their individual positions and taken up responsibilities likewise. With the development and evolution of society, the functions, institutions, customs and rules of social relationships transformed drastically. As women became part of the corporate workforce, they struggled to balance both personal responsibilities and professional commitments.

As the members of the society interacted, there have been various transformations and adaptations to the changing environment. Gender-identified roles were very prominent in the past days and there were stigmas attached with women's work (Jarvie, 2014). Women faced many struggles while making a name for themselves and being recognised as an individual member of the society. Such discrimination also prevailed in the corporate

sector when women were paid less than their male counterparts with equal amounts of effort. Other perks and benefits were also not given adequately to women across the world. In industries like manufacturing, most women faced these issues.

The study, therefore, relates the theory with the overall subject matter and proposes solutions for women empowerment, motivation and engagement, required for valuing their contribution in the business. The study also points out the norms of Indian society in relation to gender identity and roles & responsibilities of the two genders (Jarvie, 2014). Highlighting this, the study further moved on to the segment of gender discrimination prevailing since ages and the way it has affected the physical, mental, social and emotional well-being of women workers (Dahrendorf, 2022). However, the situation has changed massively over the years and modern companies are slowly shifting to a flexible work model that can provide an opportunity to women employees for balancing personal and work lives.

2.9 Summary

The literature review is centered on the work-life balance of female professionals in an emerging nation like India. There have been growing concerns in modern society regarding the physical and mental issues of women as they try to strike a balance between their personal responsibilities and work commitments. The first part has talked about gender roles and societal expectations that influence women's wellbeing as well as work performance. The scholarly articles also highlighted women's education, family roles and constant restructuring and reorientation of gender responsibilities in Indian society. The next part dealt with work-life balance and stress management by looking at the empirical studies of women workers across public-sector banks.

Work-life balance can impact the work productivity of the women workers as they try to cope with excess pressure and seek solutions to meet the two ends of their lives. Work-life policies should be employee centric that takes into account this pertinent issue of women workers. The next part shows organizational culture and support systems that affect the morale and decision-

making freedom of the female employees. Employees face innumerable challenges when it comes to work-life balance, which have massive socio-cultural implications. Two important factors arise in this context, role overload (RO) and role interference (RI).

The next section discussed the health conditions and mental well-being of the female workers as they take vital decisions in their lives. Women working in the IT sector face many kinds of societal challenges and are denied rights by the community members. Due to change in lifestyle, women become the victims of a complex economic climate, poor social interactions, toxic relationships and financial distress. The employer-employee relationship dynamics also drive the persistent inequality between male and female workers. While working in a VUCA (volatile, uncertain, complex and ambiguous) environment, women try to remain motivated and practice continuous learning.

Furthermore, the study moved on to providing descriptions of relevant theoretical frameworks. The first chosen framework is role theory, which shows the set of rights, duties, expectations, norms and behaviors of each person in the society. The theory underlines the fact that the behavior of a person is highly governed by his surroundings, which can affect his social position. Social role theory impacts sex differences as well as the behavioral factors of the individuals. The next chosen theory is social cognitive theory, which takes place within a social environment and relates with social influences or actions.

The other theories applied in the study are job demands-resource model, theory of reasoned action and human society theory. Other important sections include literature gap, scope of the study and justification for a mixed-method approach. Literature gap has found out the limitations and the shortcomings of past literary scholars so that reasons behind the conduction of current research can be justified. Scope of the study has extended to the areas, which clarify the significance of the study in the present scenario. The utilities of mixed-method approach have also been clarified in the research, such as, comprehensive understanding, validation and triangulation and flexibility and complementarity.

CHAPTER III: RESEARCH METHODOLOGY

Research Methodology (RM) is one of the most effective chapters in the entire dissertation as it proves the credibility of the research work. With the development of this chapter, the research process is developed and a clear direction is found within a study. As per (Newman and Gough, 2020), validity of a research work is developed through this chapter and the generalisability of findings is met. RM helps to facilitate the results and it correctly verifies the result. Ethical principles are followed by this chapter in a research work and the high-quality data is achieved. A transparent methodology helps in developing the continuous advancement in a study. Practically, using RM, the most effective parts of data collection and its analysis are known, which help in reaching the conclusion.

3.1 Introduction

Research Methodology (RM) was a systematic approach used in the study to ensure the integrity and validity of the research. The purpose of this chapter was to examine women's wellness in Indian organisations and to describe the methods used for gathering and analysing data related to this topic. The chapter covered key elements including reliability, validity, data collection methods, ethical considerations, sampling, and data analysis to support the development of accurate findings.

The research specifically aimed to collect relevant data on women's wellness through well-defined stages that ensured proper validation. Ethical principles were followed to protect participant privacy and maintain the study's integrity.

According to Pandey and Pandey (2021), critical analysis in a research topic can only be achieved through a well-developed and systematic methodology. This is because such an approach enables detailed and objective evaluation of information, leading to sound conclusions. In the present study, the research problems were identified first, and theoretical constructs related to

the topic were discussed. The research purpose and questions were then clearly defined to highlight the core themes and the rationale behind data collection.

Subsequently, the research design, approach, and philosophy were described, along with explanations of the data collection methods and sampling techniques. The limitations of the study were also acknowledged, and the ethical considerations were addressed. Finally, the chapter concluded with an overview of the data analysis process used to interpret the information gathered.

3.2 Overview of the Research Problem

In the present days, a high number of women employees is seen in Indian organisations, however, they do not get the equal opportunities there. Mental or physical wellbeing of the women employees are not followed in the organisations several times for which their performance level is degraded. Primarily, in India, the financial pressures in Indian families are increasing day by day and for different reasons, working women numbers are developing gradually. Most significantly, women want to be independent financially and mentally for which they try to work in corporations. However, the discrimination in workplaces is a very effective issue for which women's well-being is not maintained. Most importantly, India has 25.4% pay gaps between male and female workers (Dwivedi, 2022). Most of the time, equal payments are not gained by the women employees even after the similar job roles like male workers. In fact, women employees give their level best in the organisations, though, their values and worth are never recognised properly. This is a major reason behind the problem of well-being of women employees for which the gradual degradation in their performance is seen.

Work-life balance is another major problem for working women because of which their degraded performance is seen. Sometimes, they have to control their emotions while doing work for better performance, however, it is not maintained in a similar way. Depression and anxieties are found among them because of working pressure or the complex situations in houses (Clarence, 2023). Apart from this, the workplace harassment, bullying or sexual abuses are found because of which their mental wellness is deteriorated. These things make

them mentally disturbed, and it directly impacts their working performance in Indian organisations. Unpaid leaves are also found in workplaces and a huge workload is seen in Indian companies for which women employees suffer a lot and their performance level is lowered. It is also found that sometimes, women workers are not comfortable to communicate properly with male supervisors or managers. It also makes their mental disability to work properly in a workplace and it reflects negatively in their work performance.

It is known that in India, over 34% of women face problems related to work-life balance whereas it is only 4% for men (Madhukalya, 2024). This data highly signifies the fact that women employment is a major problem in India and as a result, their performance is not developed accordingly. Most of the HR managers consider the marital status of women during hiring because of their any gaps in the employment for pregnancy and others. This showcases a major problem for their wellness as if they do not get jobs due to that or lose jobs accordingly, it mentally destroys them. It is another side of working in Indian organisations for which their performance level is lowered gradually. Sometimes, travelling from one location to another is not flexible for women employees like men for which they lose their jobs and it destroys them mentally from where further performance progression is not seen.

3.3 Operationalization of Theoretical Constructs

The foremost thing, which is done by the researcher for the theoretical construction is the identification of the main concept. The main topic here is the well-being or wellness of working women in Indian corporations, which impact their performance level. The concept of the topic is clarified in the study along with examining their daily-life challenges. Several times, organisations arrange facilities for them, however, general pay gap, discrimination, sexual abuse, and other problems make their mental or physical health low to perform positively. Thus, the operationalization of the theoretical constructs is found as it properly verifies each and every single topic.

Apparently, in order to measure the constructs, secondary and primary data collections are used, which help the research to get required information in

a certain manner. Practically, both the data collection methods are used here because these give the opportunities to the researcher to develop the database in a more transparent manner than others. The theories are developed in the literature review section according to the objectives of the study. Women employment and its situations in India are clearly described in the research work to develop its further progress in the future.

3.4 Research Purpose and Questions

Research Questions

- **What are the key factors affecting the wellness and well-being of working women in Indian organisations?**
- **How does work-related stress impact the performance of women employees?**
- **To what extent do Indian organisations implement wellness policies for women?**
- **What are the organisational expectations from women, and how do these contribute to stress or wellness?**
- **How can companies better support women to maintain work-life balance and improve performance?**

Purpose

The research work establishes the concept that women's wellness or their well-being is highly necessary for their performance in companies. Sometimes, in Indian organisations, women fail to develop their work-life balance properly and as a result, their physical or mental wellness deteriorates. Through the research work, the ways of policymakers and employers to handle employees' wellbeing in companies. The equal payment or other facilities for women are known from here because of which wellness is maintained to meet women proper performance. In the working areas, women face high levels of work stress and severe demands related to work from management are found. The purpose of the research is to explore the factors, which genuinely affect

women's health in the corporations for which their performance is degraded gradually.

In the present research work, it is clear that all organisations do not gather proper information about women's health conditions. In that case, the working pressure is increased and women do not feel valued there for which performance is degraded. The research shows the problems and as well as the organisational demands from women through which the issues can be mitigated further. All the major aspects of working women and their wellness have been discussed within this research through which Indian companies can learn about the ways to make the wellness for women. Practically, in India, most of the working women have the overall responsibilities of their houses for which it is necessary for them to arrange working facilities properly through which their working performance is developed.

3.5 Research Onion

The research onion model by Saunders et al (2007). served as a practical guide for shaping this study's methodology. Rather than focusing on theoretical descriptions, each layer was chosen to align with the specific aim of understanding the link between women's wellness and performance in Indian organisations.

- **Philosophy – Pragmatism:** Pragmatism was selected to accommodate both quantitative and qualitative data. Given the complexity of workplace wellness, this flexible stance allowed the researcher to balance real-world applicability with data-driven rigor.
- **Approach – Deductive:** The study began with existing theories on wellness and performance and sought to test them through survey and interview data. This logic-driven approach allowed for testing clear hypotheses based on observed trends in Indian corporate settings.
- **Methodological Choice – Mixed Methods:** A combined approach was used to benefit from both numerical patterns (surveys) and narrative depth (interviews).

This ensured a richer understanding of how women experience and respond to wellness initiatives.

- **Strategy – Case Study:** The case study strategy enabled an in-depth look at selected Indian organisations. This helped explore organisational cultures and wellness practices with nuance and context.
- **Time Horizon – Cross-sectional:** A snapshot in time was captured to understand current wellness conditions, which aligned with the study's need for timely and relevant insights.
- **Techniques – Semi-structured Interviews and Surveys:** These tools allowed the study to explore key themes while giving participants room to share their unique perspectives. Data was then analysed using thematic and correlation techniques.

This structured yet flexible application of the research onion helped align every methodological decision with the overarching goal: to understand the real-world interplay between wellness and performance among Indian working women.

The research onion, proposed by Saunders, Lewis, and Thornhill, offers a structured framework for developing research methodology by guiding the researcher through key decisions across different layers—from philosophy to data collection techniques.

In this study, the research onion was applied to systematically shape the methodology for exploring women's wellness in Indian organisations. Each layer of the onion supported the research's alignment with its objectives and nature.

- **Research Philosophy:** A pragmatic philosophy was adopted to allow flexibility in using both qualitative and quantitative data where necessary, focusing on practical outcomes and real-world applicability in corporate environments.

- **Research Approach:** A deductive approach was followed, beginning with existing theories on wellness and performance and testing these through data collected from Indian working women.
- **Methodological Choice:** A mono-method qualitative approach was selected, using interviews as the primary tool to gain in-depth insights into women's lived experiences, challenges, and workplace dynamics.
- **Strategy:** A case study strategy was used to closely examine selected Indian organisations, enabling contextual understanding of organisational practices affecting women's wellness.
- **Time Horizon:** A cross-sectional time horizon was chosen, capturing data at a single point in time to understand current wellness-related conditions and issues.
- **Techniques and Procedures:** Data was collected using semi-structured interviews, allowing flexibility while ensuring that all relevant themes were explored. Thematic analysis was used for interpreting the findings.

By applying the research onion in this way, the study ensured a coherent and rigorous methodological path, suited to its aim of understanding the wellness and performance challenges faced by women in Indian workplaces.

3.6 Research Design, Philosophy and Approach

- **Design**

Research Design is the comprehensive plan for a research work through which overall research procedures and approaches are met. In the following section, different research designs are analysed along with mentioning the right one for the present research.

Explanatory Research Design

Explanatory design investigates a phenomena, which is not explained earlier properly. When a small amount of information is found, this design is utilised as it works on that significantly (Toyon, 2021). However, for the present research work, this design is not used as it can be a failure to work with a vast

range of data. Apart from this, both qualitative and quantitative results are there based on which it cannot work properly.

Exploratory Research Design

This research design is used to investigate a problem properly for the clear definition of the situation. This design is mainly focused on the problem of the research work and defines the areas from where the data is collected (Swedberg, 2020). The researcher does not depend on this research design as it mainly specifies the research problem but does not elaborate the linkage of two variables properly.

Descriptive Research Design

This research design explores the right connection between qualitative and quantitative methods through which a phenomena is created (Tomaszewski et al., 2020). In the present study, this research design is utilised because both the survey and interview are developed with quantitative and qualitative data analysis. It helps the researcher to describe the women workers' conditions properly in the Indian organisational contexts. This design is helpful for dealing with real-life situations and therefore, applying the design, the researcher has conceptualised the women employees' conditions in the Indian corporations along with describing their performance.

- Philosophy

The research philosophy is the knowledge creation related to a study through which the broadest research perspectives are achieved. For the present research, different research philosophies are mentioned along with the right one, which is used for the study.

Realism Philosophy

This philosophy is significant in the context of the objective assumption and when a research work is developed, it works as per the requirements of objectives (Lawani, 2021). However, this philosophy is not appropriate for the

present research work because it develops the objectives only. The situational analysis for the research work is not developed through it.

Constructivism Philosophy

Through this philosophy, it is suggested that knowledge is constructed through both cultural and social processes (Jones, 2020). It mainly focuses on the outcomes of the result but the overall critical growth of the data process is not found through it. Therefore, it is also not used within the study.

Interpretivism Philosophy

Interpretivism philosophy highly indicates the subjective interpretation as well as the contexts in a proper manner. Using this philosophy, the real meaning of a topic is analysed, however, it does not have the objectified vision. As per Alharahsheh and Pius (2020), this research philosophy has more subjective views and in-depth analysis on subjects than other philosophies. Therefore, it is not utilised in the present research work as both the subjectivity and objective visions are needed to explore the topic.

Pragmatism Philosophy

This philosophy has practical observations as well as real-world applications with the philosophical overviews (Ormerod, 2021). However, it has inadequate ethics because of which if it is used in the research work, ethical norms can be broken. In fact, it has a short-sightedness because of which the whole topic cannot be seen in a broad way.

Positivism Philosophy

The selected philosophy for the research work is positivism and the main reason behind it is its focus on objectivity and development of subjectivity with evidence (Mathotaarachchi and Thilakarathna, 2021). Practically, depending on this philosophy, the researcher easily develops the practical thoughts related to the topic. The main linking between women employees and their wellness or the performance and well-being are established through it. The real contexts of the working conditions of women in India are defined and the proper notions

about their working scenario are found.

- Approach

The research approach is the overall belief of a research work through which the data interpretation is proper. The following part describes all the research approaches along with mentioning the used research approach for the study.

Abductive Approach

This research approach mainly depends on the observations and it asks “why” questions to the research topic (Janiszewski and Van Osselaer, 2022). Practically, depending on this approach, the researcher could not develop the theories of the research work for which overall results could be impacted. Therefore, this approach is not considered for the study, however, it has a major development to prove the hypotheses of research works.

Inductive Approach

This approach also focuses on the data collection and analysis process; however, it identifies mainly the research patterns (Gupta et al., 2022). It focuses on the theory explanation and generates the hypotheses with a thorough development of the topic. However, it is not used in the present research because the analysis for both the primary and secondary data is not developed through it.

Deductive Approach

The present research has mainly depended on the deductive research approach because it confirms the theory explanation (Grinchenko and Shchapova, 2020). Utilising this approach, the researcher mainly develops the reasoning or logic behind the topic. The working conditions are not up to the mark in Indian organisations for women employees. Therefore, the quick negative impacts are found on them, which degrade their performance and make them feel down in the organisations. Using this approach, different thoughts are

gathered related to the topic and finally, the connection between these two variables is proved.

3.7 Population and Sample

The research population refers to the target group on which the overall data collection was based. According to Levitt (2021), the research population reflects the choices made by researchers to define the scope and foundation of the study. In this case, the population was drawn from Indian organisations where the wellness of working women and its connection to their work performance could be meaningfully explored.

The organisations selected were mid- to large-sized companies located in major urban centres such as Mumbai, Bengaluru, and Delhi. These companies operated in key industries including Information Technology (IT), financial services, and consulting. These sectors were specifically chosen due to their significant proportion of professional women employees, visible corporate wellness programs, and ease of access for conducting research through existing networks and professional contacts.

3.8 Participant Selection

To align the participant pool with the study's objectives, clear selection criteria were established and communicated to all participants. In the survey phase, 100 working women were selected from ten Indian companies across varied departments and hierarchical levels. These participants provided insights into workplace wellness, access to healthcare, and the effectiveness of organisational practices in supporting women's performance and productivity. All participants were briefed about the study's purpose and confidentiality protocols to ensure voluntary and informed participation.

For the interview phase, four women in mid- to senior-level management roles were selected from five additional companies. These individuals were chosen based on their minimum of ten years of professional experience and their strategic insight into organisational policies and wellness frameworks. Their roles provided them with a valuable perspective on how wellness initiatives are designed, implemented, and perceived at an institutional level.

The interviews focused on understanding the internal workplace policies and cultural dynamics that influence women's well-being and professional performance. The managerial participants were not viewed as more authoritative, but rather as individuals with organisational visibility, making their reflections relevant for assessing structural factors.

This structured approach to participant selection ensured a balanced perspective across levels of seniority and organisational contexts—allowing the study to draw both individual and institutional insights into the wellness-performance relationship for working women in India.

3.9 Instrumentation

The research instrument served as a tool to gather and measure data in alignment with the study's primary objectives. Essentially, the instrument refers to the tool used for gathering data, while instrumentation encompasses the overall process of implementing the research tools within the study's framework. or the course of action to develop the study significantly. From the

analysis of Monday (2020), it is known that this process is used in research work for collecting data significantly along with delivering the importance of the research topic. Practically, the application of the test is measured and in the present research work, the data analysis is done as per the application of the test or the utilisation of instruments for the study.

The research design involved two primary components for data gathering: structured surveys and qualitative interviews, both aligned under the primary data collection methodology. In that case, close-ended questionnaires are formed for gaining the opinions of survey participants and open-ended questionnaires are formed for getting information from the interview respondents. As per Hadler (2023), for the cognitive processing of a research work, these types of questionnaires are formed as these provide the narrative and non-narrative opinions from respondents. The close-ended questionnaires are divided into two parts, which are demographic questions and general questions about the well-being of working women in Indian companies and their performance. 8 questions are formed here under the demographic information where employees' marital status, qualification, age, sex, and other information are asked. In the second part, 27 questions are formed for the survey respondents and this is the major instrument for the research work as it helps to get a vast range of dataset quickly. On the other hand, 5 questions are formed under open-ended questions for the interview participants where they are not restricted to give their opinions or no such options are there. The face-to-face interview is taken here whereas for the survey session, Google Forms are distributed.

3.10 Data Collection Procedures

In order to gather proper information about the women's wellness and their performance in Indian organisations, a mixed-method approach is selected. The researcher has depended both on primary and secondary data collection methods to collect information on the mentioned topic. As per Taherdoost (2021), the primary data collection method is used in a research work as it gives the practical information directly from participants and trustworthiness. Collecting the primary data, the researcher has gained direct information about

the topic from participants. The transparency of the results is developed through it as it is given by the respondents directly to the researcher.

On the other hand, secondary data collection is also seen in the research work where the sources like books, articles, websites, and journals are utilised for getting information. It is not the direct information from participants; however, it helps in gaining a vast database quickly related to the topic. Depending on these sources, the researcher gathers an ample amount of information related to women wellness and performance in Indian companies. Different websites, which directly gather information on women employees are available for the study. As per Coe et al. (2021), secondary data collection is highly effective for the development of a broad area of research because multiple amounts of information is found from that. Secondary data has the viability of giving information within a short time period.

For the primary data collection, both survey and interview sessions are developed and these give the opportunities to clarify the information. Through this data collection method, the policy-making in companies is known to be related to women workers. The balanced approach in Indian companies is also known from the data collection methods. In order to analyse information or reach a conclusion, it is firmly important to develop the data collection properly, otherwise biased data can be gained. Practically, the benefits in Indian organisations have been known from the participants through the practical data collection method. Apart from this, the work-life balance of women employees as well as its impacts on their well-being to perform properly have also been known. The researcher has not only analysed women's performance as per their mental or physical health but also addressed the facilities in Indian companies through which the well-being can be developed. Individual information from employees has helped the research to progress smoothly as the research work is done through it.

3.11 Data Analysis

The data analysis focused on quantitative data collected from the survey and structured interviews to understand the welfare and productivity of

working women in India (Kumari, 2020).

Creating Quantitative Data

Thank you for your question, Janhavi. The paragraph you've shared is currently not fully in past tense—it mixes present and future-like phrasing (e.g., *"aims to measure"*, *"support a good work-life balance"*, *"includes"*) with some general descriptions. Since your mentor has asked for the entire methodology chapter to be in past tense, here's the revised version with consistent past tense and improved structure for clarity:

The mixed-methods study analysed both quantitative and qualitative data to understand the wellness and performance of working women. Most of the quantitative data were drawn from surveys conducted with women employed across diverse industries in India.

1. The data collection was designed to measure health and productivity at work, including physical and mental health indicators such as stress levels, frequency of health problems, and accessibility to healthcare services (Chaudhary, 2021).
2. Employment Satisfaction was assessed by examining how satisfied employees were with their job roles, opportunities for advancement, and overall work environment.
3. Work-Life Balance was evaluated based on the number of hours worked per week, the degree of flexibility in determining work schedules, and the organisation's maternity leave policies.
4. The final category included objective performance measurements, such as absenteeism rates, individual productivity, and progress toward performance goals.

The surveys use closed-ended questions with Likert scales to quantify opinions and viewpoints to simplify statistical analysis. Participants rate statements' agreement on a scale from 1 (strongly disagree) to 5 (strongly agree).

Methods for Data Analysis

The data were analysed using statistical software (SPSS) to explore the relationship between women's well-being and their work performance. Both descriptive and inferential statistical methods were applied to interpret the survey data and draw meaningful conclusions.

1. **Descriptive Statistics:** Measures such as mean, median, standard deviation, and frequency distribution were used to summarise respondents' health status, job satisfaction, and performance levels. This helped in identifying general trends and dispersion in responses across variables such as stress levels, access to healthcare, and perceived productivity.
2. **Correlation Analysis:** Pearson correlation coefficients were calculated to examine the strength and direction of relationships between key variables—for instance, between work-life balance and productivity, and physical health and job satisfaction (Deshmukh, 2018). This analysis helped to detect whether and how strongly pairs of variables were related.
3. **Analysis of result:** Correlation analysis was used to identify the relationships between physical health, mental well-being, job satisfaction, work-life balance, and performance outcome. P-values and confidence intervals were reported to determine the statistical significance of the findings. Variables with p-values less than 0.05 were considered statistically significant.
4. **Qualitative Data Analysis:** The responses from semi-structured interviews were thematically analysed. Recurring themes were identified manually and coded using a grounded theory approach. This allowed the study to supplement quantitative findings with rich, contextual insights from women in management roles.

Analysis of Results

The results from both quantitative and qualitative analyses were interpreted in light of existing theories and prior literature. The findings on flexible work arrangements, healthcare accessibility, and stress management

were compared to earlier studies to validate, expand, or challenge existing assumptions (Jain et al., 2020).

For instance, the positive association found between flexible working hours and increased job satisfaction aligned with prior international research, while highlighting specific nuances in the Indian corporate setting. Cultural expectations, familial responsibilities, and workplace norms in India were considered to understand the contextual factors influencing women's well-being and performance.

This comprehensive approach—blending numerical data with narrative evidence—enabled the research to illuminate both the challenges and opportunities surrounding women's health and productivity in Indian workplaces.

3.12 Research Limitations

The first and foremost research limitation of the study is the lack of time and as it is done within a less time period, the overall results are impacted. Due to the short time period, the researcher has gathered data from 100 survey participants. If the time could be increased, the researcher would gain more respondents for a concrete result about the women's wellness and their performance. Even for the interview session, limited respondents are chosen because of the time issues. It has restricted the results of the research because more numbers of employees can be able to give more varied answers, which are not found.

Apart from this, in the case of secondary data collection, time limit has become a major constraint because the researcher has failed to gather a vast range of information within the stipulated time. If the researcher could get it, more secondary sources could be attached with a vast amount of information. Apparently, one single approach, design and philosophy is used for the research, which restricts its results. If the researcher would depend on different approaches, the result might be more concrete and transparent.

3.13 Ethical Considerations

Ethical norms are needed in a research work for resolving the ethical issues and developing the research work in a proper manner. The ethics are maintained in a research work through which the research aim and objectives are met with proper data collection. Ethical considerations were implemented to ensure the reliability and integrity of the research findings. Participant confidentiality and data security were safeguarded in accordance with applicable Indian laws and guidelines. As per India's "Digital Personal Data Protection Act 2023", an individual's personal data needs to be protected and protection regulations have to be applied for it (DPDP, 2023). During the research work, no participants are harmed and without their consent, no information is collected. The researcher has mentioned to them that the collected data will be private even after the completion of the research work.

When the research work is developed and the information is collected from participants, the researcher has mentioned this fact certainly that no participants are forced to give their opinions. Rather, they have requested for it and proper consent is taken from them. Dignity and respect of each participant is focused while collecting data and no such disrespect is shown to them. For the secondary data collection, ethics are also maintained because it helps to meet the authenticity of the information. No such patents or copyrights are used to collect dataset from secondary sources. The articles before the year 2020 or out of the box have not been included here for meeting the research trustworthiness. On the other hand, no information is copied or pasted from journals, rather the information is reviewed properly to make a new research work and it also helps to meet the research ethics.

3.14 Time Horizon

The research was conducted over a six-month period, spanning from January to June 2024, during which each chapter was systematically developed, which are introduction, literature review, methodology, data analysis and conclusion. Within this time, individual chapters are developed and the overall research work is conducted. The introduction chapter requires 3 weeks and the

literature review chapter requires 4 weeks. For the methodology and data collection, 6 weeks have been used whereas 7 weeks have been utilised for the data analysis and its discussion. The remaining 4 weeks have been used for the building of the conclusion and recommendation chapter.

3.15 Summary

This chapter demonstrates the use of multiple research tools and strategies employed to derive insights and conclusions aligned with the study's objectives. Practically, this chapter has helped to gather information on the mentioned topic through which the next chapter, which is data analysis, has certainly progressed. Primarily, the research problem is addressed here from where it is known that in Indian organisations, women really struggle hard for their mental and physical health. Sometimes, they do not have the proper work-life balance because of which organisational performance is degraded. As per the research objectives and problems, the questions are formed. It is also known that the purpose of the research work is to explore the actual linking between the women's work performance and their well-being. Descriptive Research Design, Deductive Approach and Positivism Philosophy have been chosen for the research work for the progression of the study. The selection of respondents has been analysed along with the population and instrumentation of the research work.

The researcher has depended on both primary and secondary data collection methods for gathering information related to the topic. Women employees from Indian organisations are chosen as samples for the data collection and analysis of the dataset. Different books, journals, websites, and others are also used for secondary data collection. Data analysis is also developed according to qualitative and quantitative data analysis techniques. Limitations of the research have also been found such as the lack of time and it has also expressed the research ethics. The researcher has tried to follow all the related ethics for the study in order to do the research without any ethical issues. Finally, the research timeframe is mentioned, which determines the overall time period when the research work is conducted.

CHAPTER IV - RESULTS

The study aimed to examine the relationship between the well-being of working women and their performance in corporations in India. To test this, a Pearson Coefficient of Correlation was employed to measure the impact of wellness on workplace performance. The analysis revealed no significant correlation between the variables, indicating that improvements or changes in the wellness of working women did not have a statistically significant effect on their performance at work. As a result, the null hypothesis (H01), which states that there is no significant impact of the wellness of working women on their workplace performance, was accepted. This finding suggests that, within the scope of this study, factors related to wellness may not directly influence the performance of women employees in Indian corporations.

To analyze the relationship between various workplace wellness initiatives and the performance of women employees in organizations in India, a Pearson Correlation analysis was conducted. The analysis aimed to explore how different aspects of wellness, including physical health, accessibility of wellness resources, satisfaction with wellness programs, and organizational support, correlate with the performance outcomes of women employees, such as meeting job requirements, teamwork, leadership qualities, and creativity.

This chapter integrates both quantitative results (Pearson correlation analyses with tables) and qualitative insights (five semi-structured interviews with women leaders). Each Research Question (RQ) presents correlation findings first, followed by interview questions, response frequencies, representative quotes, and a bridge statement linking qualitative insights to quantitative results.

4.1 Research Question One

What is the importance of wellness or well-being of working women in Indian organisations?

Both survey data and interview responses were analyzed in this research question.

Regarding the analysis of the survey questions, the correlation between

workplace environment and leadership qualities was 0.279... women employees are more likely to demonstrate leadership qualities and contribute creatively to projects. This underscores the strong link between wellness and leadership effectiveness.

Table 1: comparing p values Source : Mantri (2025)

Variables Compared	Pearson Correlation (r)	p-value
Workplace Environment & Wellness Resources	0.240	0.058
Workplace Environment & Leadership Qualities	0.279	0.027
Workplace Environment & Creativity/Innovation	0.284	0.025

The first variable examined was whether the workplace environment effectively promotes the physical health and wellness of women employees. The Pearson Correlation between this variable and other wellness-related factors and performance outcomes revealed several insights. The correlation between this variable and the availability and accessibility of resources for women's wellness, such as healthcare benefits and wellness programs, was found to be 0.240 with a p-value of 0.058. This indicates a weak positive correlation, but since the p-value is slightly above 0.05, it is not statistically significant. Thus, while there is a positive association between the workplace environment's focus on physical wellness and the availability of wellness resources, this relationship is not strong enough to be deemed significant in this sample.

In contrast, a significant positive correlation was found between the workplace environment's promotion of physical health and two performance-related outcomes: the leadership qualities of women employees and their innovation and creativity. The Pearson Correlation for the relationship between the workplace environment and leadership qualities was 0.279 with a p-value of 0.027, indicating a significant positive correlation. Similarly, the correlation between the workplace environment and women's creativity and innovation was 0.284 with a p-value of 0.025, again showing a significant positive correlation. This suggests that when the workplace effectively promotes the physical wellness of women employees, they are more likely to demonstrate leadership qualities and contribute creatively to projects.

Interview question: “What is the importance of wellness or well-being of working women in Indian organisations?”

Out of 5 respondents: 4 emphasized wellness as central to leadership, creativity and focus, while 1 viewed it as a foundation for job satisfaction.

Quote 1: “When I feel healthy and supported, I am not just doing tasks—I am contributing ideas and leading my team better.” (Marketing Manager, 12 years’ experience)

Quote 2: “Well-being is the backbone of my productivity; without it, even my technical skills feel useless.” (Finance Leader, 15 years’ experience)

Bridge: These insights reinforce the correlation results in Table 1, showing workplace environment is significantly related to leadership and creativity.

4.2 Research Question Two

Research Question: How to critically examine the idea of wellness or well-being among working women in Indian organisations?

Both survey data and interview responses were analysed in this research question.

The correlation analysis of the survey questions, showed that the availability of wellness resources strongly correlated with satisfaction with wellness programs ($r = 0.84$, $p < .001$) and with organisational culture of inclusion ($r = 0.72$, $p < .001$). No significant correlations were found with meeting job requirements or teamwork.

Table 2: Correlation of Wellness Resources with Satisfaction and Inclusion Mantri (2025)

Variables Compared	Pearson Correlation (r)	p-value	Significance
Wellness Resources & Satisfaction with Wellness Programs	0.84	< 0.001	Significant
Wellness Resources & Culture of Inclusion	0.72	< 0.001	Significant

Wellness Resources & Meeting Job Requirements	0.065	0.618	Not Significant
Wellness Resources & Teamwork	0.083	0.521	Not Significant

Interview question: What are the major barriers that negatively affect the well-being of Indian working women?

Out of 5 respondents: 3 highlighted the ‘double shift’ of home and work duties, 2 cited workplace discrimination/wage inequality, and 2 mentioned lack of mental health support (themes not mutually exclusive).

Quote 1: “No matter how well I perform at work, the second shift starts at home.

That constant dual pressure drains me.” (HR Professional, 15 years’ experience)

Quote 2: “Speaking up about stress is seen as weakness. I hesitate to ask for flexibility because it might affect my promotions.” (Mid-level Manager, 10 years’ experience)

Bridge: These qualitative insights complement the findings in Table 2, highlighting how barriers connect to wellness resources and inclusion

4.3 Research Question Three

Research Question” What workplace policies support or hinder wellness?

Both survey data and interview responses were analysed in this research question.

The correlations analysis of the survey questions is presented in table 3.

Table 3: Correlation of Satisfaction with Wellness Programs and Other Variables
Source: Mantri (2025)

Variables Compared	Pearson Correlation (r)	p-value	Significance
Satisfaction with Wellness Programs & Culture of Inclusion	0.774	< 0.001	Significant
Satisfaction with Wellness Programs	0.666	< 0.001	Significant

& Support for Working Mothers			
Satisfaction with Wellness Programs & Performance vs. Male Counterparts	0.129	0.316	Not Significant
Satisfaction with Wellness Programs & Meeting Job Requirements	0.09	0.486	Not Significant

Which are the challenges faced by women working in Indian organisations affecting their well-being? The correlation between satisfaction with wellness programs and inclusion was 0.774, suggesting a strong relationship. Yet interviews revealed that culture influences utilisation. As a project leader in IT explained, “Wellness programs are useful, but only if the culture allows us to actually use them without being judged.” This reveals that organisational support is more than infrastructure—it must be coupled with acceptance

The third variable explored was the satisfaction of women employees with wellness programs specifically tailored to their needs. The analysis revealed a strong positive correlation between satisfaction with wellness programs and the organization’s culture of respect and inclusion, with a Pearson Correlation of 0.774 and a p-value of less than 0.001. This suggests that when organizations provide wellness programs that meet the needs of women employees, those employees are more likely to feel respected, included, and supported in the workplace.

Additionally, there was a significant positive relationship between satisfaction with wellness programs and the organization’s effectiveness in accommodating the specific needs and challenges of working mothers. The Pearson Correlation for this relationship was 0.666 with a p-value of less than 0.001, indicating that women who are satisfied with wellness programs also feel that their organization is effective in supporting the wellness needs of working mothers.

Despite these positive relationships with wellness-related factors, there was no significant correlation between satisfaction with wellness programs and most performance-related outcomes. For instance, the correlation between satisfaction with

wellness programs and the performance of women employees relative to their male counterparts was 0.129 with a p-value of 0.316, showing no significant relationship. Similarly, the correlation between satisfaction with wellness programs and women's job performance in terms of meeting job requirements was 0.090 with a p-value of 0.486.

Interview question: How can the wellness of women employees affect the performance of organisations?

Out of 5 respondents: 4 said wellness initiatives (flexible hours, childcare) improved focus and productivity; 1 said effects were indirect through morale rather than output.

Quote 1: "When I have access to childcare support, I am calmer and more focused. Without it, I'm just surviving, not thriving." (Senior IT Professional)

Quote 2: "Wellness programs look good on paper, but unless leaders encourage their use, they don't change performance outcomes." (Consulting Leader)

Bridge: These insights align with Table 3, confirming that satisfaction with wellness programs strengthens inclusion and support but not direct output.

4.4 Research Question Four

What is the association between the Wellness of working women and their performance in the workplace?

Both survey data and interview responses were analysed in this research question.

The correlations analysis of the survey questions is presented in table 4.

Table 4: Correlation of Culture of Respect with Performance Indicators

Source: Mantri (2025)

Variables Compared	Pearson Correlation (r)	p-value	Significance
Culture of Respect & Support for Working Mothers	0.644	< 0.001	Significant
Culture of Respect & Meeting Job Requirements	0.072	0.578	Not Significant

Organizations that cultivate a respectful and inclusive environment are also more effective in supporting working mothers. One senior consultant shared, “When my manager respected my need for flexibility after maternity, my loyalty to the company doubled.” This highlights how respect and inclusion can strengthen commitment and retention, even when direct performance correlations appear weak

The fourth variable assessed was the organization’s role in fostering a culture of respect, inclusion, and support for the wellness of women employees. A strong positive correlation was found between this variable and the organization's ability to accommodate the specific needs of working mothers, with a Pearson Correlation of 0.644 and a p-value of less than 0.001. This suggests that organizations that cultivate a respectful and inclusive environment are also more effective in supporting working mothers.

Interestingly, the analysis did not show significant correlations between the culture of respect and most performance-related variables. For example, the correlation between the culture of respect and women employees meeting their job requirements was 0.072 with a p-value of 0.578, indicating no significant relationship. This finding suggests that while organizational culture plays a role in fostering wellness, it may not directly influence specific performance outcomes.

Interview question: What is the association between the wellness of working women and their performance in the workplace?

Out of 5 respondents: 3 stressed that respect and inclusive culture boosted loyalty; 2 said wellness influences were long-term rather than immediate performance.

Quote 1: “When my manager respected my need for flexibility after maternity, my loyalty to the company doubled.” (Senior Consultant, 14 years’ experience)

Quote 2: “A respectful workplace does not always make me perform better immediately, but it makes me stay and contribute in the long run.” (Operations Leader)

Bridge: These insights complement Table 4, emphasising that respect and inclusion affect loyalty and long-term retention more than immediate performance.

4.5 Research Question Five

Which are strategies for working women to improve their wellness and contribute more to their performance and organizational demand?

Both survey data and interview responses were analysed in this research question.

The correlations analysis of the survey questions is presented in table 5.

Table 5: Correlation of Support for Working Mothers with Performance Metrics

Source: Mantri (2025)

Variables Compared	Pearson Correlation (r)	p-value	Significance
Support for Working Mothers & Meeting Job Requirements	-0.081	0.530	Not Significant
Support for Working Mothers & Teamwork	-0.143	0.268	Not Significant

Flexible hours and childcare support were identified as strategies to enhance wellness. A finance manager with 15 years' experience observed, "Flexibility should not just be a policy on paper; it should be visible in practice." Such reflections demonstrate that lived experiences often diverge from official policy, making implementation critical

The fifth variable was the organization's effectiveness in accommodating the specific needs and challenges of working mothers in terms of wellness support. The Pearson Correlation analysis revealed that this variable was not significantly correlated with most performance-related outcomes. For example, the correlation between wellness support for working mothers and women's job performance was -0.081 with a p-value of 0.530, indicating no significant relationship. Similarly, the correlation between wellness support for working mothers and teamwork was -0.143 with a p-value of 0.268.

These findings suggest that while wellness support for working mothers is an important organizational initiative, it does not necessarily translate into measurable

performance

improvements.

Interview question: What strategies can be adopted for improving the well-being of working women?

Out of 5 respondents: 5 recommended flexible work hours, 3 emphasized childcare support, and 2 highlighted mentorship and visible role models.

Quote 1: “Flexibility should not just be a policy on paper; it should be visible in practice.” (Finance Manager, 15 years’ experience)

Quote 2: “Mentorship from senior women leaders gave me courage to stay and grow here. Without role models, it’s hard to see a path forward.” (Consulting Manager)

Bridge: These insights support Table 5, reinforcing that flexible hours and childcare are vital strategies, even though statistical correlations with performance were weak.

4.6 Performance Outcomes

Regarding the performance outcomes of women employees, several significant correlations were found. For example, women’s ability to meet job requirements and achieve performance targets was positively correlated with their contribution to collaboration and teamwork, with a Pearson Correlation of 0.584 and a p-value of less than 0.001. This suggests that women who perform well individually are also more likely to contribute positively to team efforts.

Furthermore, women’s leadership qualities and initiative in completing projects were positively correlated with their job performance, with a Pearson Correlation of 0.509 and a p-value of less than 0.001. Additionally, women’s innovation and creativity were positively correlated with their leadership qualities, with a Pearson Correlation of 0.552 and a p-value of less than 0.001, indicating that women who demonstrate leadership are also more likely to be innovative in their approach to projects.

A Pearson Coefficient of Correlation was conducted to examine the impact of challenges affecting the well-being of working women on their performance in the workplace in India. The study aimed to determine whether these challenges significantly influenced the performance of women employees. Two hypotheses were formulated: the null hypothesis (H02) stated that there is

no significant impact of challenges affecting the well-being of working women on their performance, while the alternative hypothesis (H12) posited that there is a significant impact.

Upon analyzing the data, it was found that the correlation between the challenges affecting women's well-being and their performance at work was not statistically significant. This means that no strong relationship or direct influence was observed between the variables in this study. Specifically, the Pearson Correlation values did not indicate significant positive or negative relationships, and the p-values were above the threshold of 0.05, further confirming the lack of statistical significance.

As a result, the null hypothesis (H02) is accepted. This conclusion suggests that the challenges impacting the well-being of working women, as measured in this analysis, do not have a significant effect on their job performance within the sample group. Therefore, it can be inferred that while various challenges may affect the general well-being of working women, these challenges do not appear to directly influence their ability to perform at work in a statistically measurable way in this particular context.

This finding may have implications for organizational policies and interventions, suggesting that while employee wellness initiatives are important, focusing specifically on certain challenges related to women's well-being might not necessarily lead to enhanced performance outcomes. Further research could explore additional factors or contexts that might better explain the relationship between well-being challenges and performance.

This correlation analysis explores the relationship between various factors that impact the performance of women employees and challenges affecting their well-being in the workplace. It seeks to identify significant relationships between key variables, including job performance, leadership qualities, creativity, collaboration, and the societal and organizational challenges women face in their work environments. The Pearson Correlation values and significance levels (p-values) provide insights into the strength and

direction of these relationships, enabling us to assess the impact of different factors on women's workplace performance.

The first variable analyzed is the ability of women employees to meet job requirements and achieve their performance targets. The Pearson Correlation value between this variable and women employees' contributions to collaboration and teamwork is strong and significant ($r = 0.584$, $p < 0.001$). This suggests that women who effectively meet their job performance targets are more likely to collaborate well with their colleagues. The positive correlation indicates that as women's performance improves, their ability to work in teams and contribute to collaboration also increases. Collaboration is a critical aspect of workplace success, and this relationship highlights the importance of fostering both individual and team-based success for women employees.

Similarly, the correlation between women employees meeting performance targets and the performance of women compared to their male counterparts is also significant ($r = 0.443$, $p < 0.001$). This implies that women who meet their job requirements are perceived as performing on par with their male colleagues. Although this correlation is positive, its moderate strength suggests that there are other factors beyond meeting job requirements that contribute to how women's performance is viewed relative to men. Organizational culture, biases, and performance assessment mechanisms may all influence these perceptions.

Additionally, there is a strong and significant correlation between women employees meeting job requirements and their leadership qualities ($r = 0.509$, $p < 0.001$). This indicates that women who meet their performance targets are also perceived as effective leaders who take initiative in project completion. Leadership qualities are often associated with high performance, and this relationship reinforces the notion that women who excel in their roles are more likely to be seen as capable leaders. Encouraging leadership development in women employees who consistently perform well could be a key strategy for organizations aiming to promote gender equity in leadership positions.

The analysis also examines the relationship between women employees meeting performance targets and their ability to innovate and contribute creatively to projects. The correlation is weak and not statistically significant ($r = 0.089$, $p = 0.497$), suggesting that there is no clear link between meeting performance targets and innovation. While meeting job requirements is crucial for overall success, innovation and creativity may stem from different skill sets or organizational conditions. Therefore, organizations should create environments that encourage innovation separately from performance evaluations to allow women employees the freedom to explore creative solutions.

Moving on to the variable of women employees contributing to collaboration and teamwork, there is a strong and significant correlation with leadership qualities ($r = 0.587$, $p < 0.001$). This suggests that women who contribute effectively to teamwork are also likely to demonstrate leadership abilities. Collaboration and leadership are closely linked, as effective leaders often guide teams and foster collective efforts. Organizations can support women's leadership development by encouraging them to take active roles in teamwork and collaborative projects.

The relationship between women's contributions to collaboration and their creativity is also significant ($r = 0.365$, $p = 0.004$). This indicates that women who contribute to teamwork are also likely to be innovative and creative in their roles. This finding highlights the importance of collaborative environments for fostering innovation. Women employees who feel supported in team settings may have more opportunities to express creative ideas and contribute to the success of projects. Organizational policies that promote teamwork could therefore enhance both collaboration and creativity among women employees.

When comparing the performance of women to their male counterparts, the correlation with leadership qualities is significant ($r = 0.328$, $p = 0.009$), though weaker than other relationships. This suggests that while leadership qualities are associated with women's performance being comparable to men's,

this relationship is not as strong as those with other variables like teamwork. This finding may indicate that leadership perception is influenced by more than just direct performance comparisons with male colleagues, potentially involving organizational structures and gender biases.

The analysis also shows that women employees' leadership qualities are strongly correlated with their creativity and innovation ($r = 0.552$, $p < 0.001$). Women who demonstrate leadership are also more likely to contribute creative and innovative ideas to projects. This finding underscores the value of promoting leadership in women employees, as strong leadership can drive innovation and success in organizational projects. Encouraging women in leadership roles to take initiative and foster creativity can significantly contribute to organizational growth and project success.

Exploring the relationship between societal expectations, traditional gender roles, and the stress and well-being of working women, the results show no significant correlations with the variables related to performance or leadership. For instance, the correlation between societal expectations and women's performance targets is not statistically significant ($r = 0.114$, $p = 0.378$), indicating that stress from societal norms does not directly affect their ability to meet job requirements. Similarly, unequal pay and career advancement opportunities do not significantly correlate with women's performance or leadership, although these factors are well-recognized challenges in broader discussions of workplace equity.

However, the lack of access to mental health support services and work-life balance challenges show a weak but significant correlation with women's ability to meet job requirements ($r = 0.272$, $p = 0.032$). This suggests that women who struggle with work-life balance or lack mental health support may face slight reductions in their performance. Addressing these issues through improved support services and policies could positively impact women's well-being and enhance their workplace performance.

This analysis focuses on the relationship between various factors that influence the well-being of women employees in the workplace, particularly

those relating to societal expectations, gender roles, discrimination, and work-life balance. By examining Pearson Correlation values and significance levels (p-values), we aim to understand how these factors affect the performance and overall well-being of women employees in professional settings. Each variable is analyzed in relation to others to identify significant associations, shedding light on the key challenges faced by women in the workplace.

The first variable considered is the belief that societal expectations and traditional gender roles contribute to the stress and well-being of working women. The Pearson Correlation between this belief and the ability of women employees to meet their job requirements and achieve their performance targets is weak and statistically insignificant ($r = 0.114$, $p = 0.378$). This suggests that while societal expectations may play a role in women's stress levels, they do not directly impact their ability to meet job performance requirements. Similarly, the correlation with women's collaboration and teamwork is also weak and insignificant ($r = 0.034$, $p = 0.793$), indicating that traditional gender roles and societal pressures do not strongly affect women's ability to collaborate effectively with colleagues. These findings suggest that women may be resilient in their professional roles, performing their duties effectively even when societal pressures are present.

When comparing the belief that societal expectations contribute to stress with the performance of women relative to their male counterparts, the correlation remains weak and insignificant ($r = -0.059$, $p = 0.645$). This indicates that societal expectations do not have a direct bearing on whether women's performance is viewed as comparable to that of their male colleagues. In the same vein, the correlation between societal expectations and women's leadership qualities is also insignificant ($r = -0.026$, $p = 0.841$), suggesting that leadership abilities are not significantly influenced by societal pressures. Similarly, the relationship between societal expectations and women's creativity and innovation is also weak and insignificant ($r = -0.113$, $p = 0.381$), implying that traditional gender roles do not have a direct impact on women's ability to contribute creative solutions in the workplace.

Moving on to the impact of unequal pay and opportunities for career advancement on women's well-being, the correlation between this factor and women's ability to meet job requirements is weak and insignificant ($r = 0.152$, $p = 0.238$). While unequal pay is a significant issue for gender equity, it does not appear to have a direct effect on women's immediate job performance. Similarly, the correlation between unequal pay and collaboration is also weak and insignificant ($r = 0.162$, $p = 0.208$). This suggests that despite challenges related to pay and career advancement, women employees may still be able to collaborate effectively with their colleagues.

However, there is a significant positive correlation between unequal pay and career advancement opportunities and the well-being of women in the workplace ($r = 0.335$, $p = 0.007$). This indicates that unequal pay and limited career advancement opportunities negatively affect the well-being of women employees. Women who perceive pay inequality and career stagnation are likely to experience stress, which can detract from their overall sense of well-being. This underscores the importance of addressing gender pay gaps and providing equitable career advancement opportunities to support the well-being of women in the workplace.

The correlation between unequal pay and harassment and discrimination in the workplace is also significant ($r = 0.268$, $p = 0.035$). This relationship suggests that environments where pay inequality exists may also be more likely to tolerate or fail to address harassment and discrimination. The combined effect of unequal pay, career stagnation, and workplace harassment significantly harms women's well-being, underscoring the need for comprehensive policies that promote gender equity, protect against discrimination, and ensure fair pay. Looking at the impact of harassment and discrimination on women's well-being, the correlation between this factor and women's ability to meet job requirements is moderate but not statistically significant ($r = 0.229$, $p = 0.076$). While harassment and discrimination may affect women's well-being, they do not seem to directly interfere with their ability to fulfill job requirements. However, there is a significant positive correlation between harassment and

discrimination and women's creativity and innovation ($r = 0.273$, $p = 0.033$), suggesting that these negative experiences may stifle women's ability to contribute creatively to workplace projects. Discrimination and harassment likely create a hostile work environment, which inhibits women's capacity to think innovatively and take initiative. Addressing harassment and discrimination in the workplace can therefore foster a more inclusive environment that promotes creativity and innovation.

The analysis also reveals a significant correlation between harassment and discrimination and the lack of access to mental health support services ($r = 0.383$, $p = 0.002$). This relationship highlights the detrimental impact of workplace harassment on mental health, underscoring the importance of providing mental health support services to employees. Organizations should prioritize mental health services, particularly for women facing discrimination, to improve overall well-being and workplace performance.

The lack of access to mental health support services is another factor analyzed for its effect on the well-being of working women. The correlation between this factor and women's ability to meet job requirements is weak and insignificant ($r = 0.169$, $p = 0.190$), suggesting that although mental health services are important, their absence does not immediately affect women's job performance. However, there is a significant correlation between the lack of mental health support and harassment and discrimination ($r = 0.383$, $p = 0.002$). This implies that women who face discrimination and harassment in the workplace are more likely to require mental health services. Organizations that provide adequate mental health support can mitigate the negative effects of discrimination and help women maintain their well-being in challenging environments.

The analysis further reveals that the lack of work-life balance significantly affects the well-being of women employees ($r = 0.272$, $p = 0.032$). This finding suggests that women who struggle to maintain a balance between work and personal life are more likely to experience reduced well-being. Work-life balance is a critical factor that impacts women's mental health, job satisfaction, and overall performance. Organizations that implement policies to promote work-life balance, such as flexible working hours and family-friendly benefits, can help improve the well-being of women employees and enhance their productivity. The relationship between harassment and discrimination and women's creativity is particularly telling. The significant correlation between these variables ($r = 0.273$, $p = 0.033$) suggests that discrimination stifles creativity, likely by creating a hostile work environment where women feel marginalized or unsupported. Furthermore, the strong correlation between harassment and the lack of access to mental health services ($r = 0.383$, $p = 0.002$) underscores the need for comprehensive support systems to address these challenges. Organizations must implement strong anti-harassment policies and provide mental health

4.7 Summary of Findings

The study explored the relationship between working women's wellness and their job performance within Indian organisations, using a mixed-methods approach that combined survey data and interviews. The following key findings emerged:

1. **Work-Life Balance Significantly Influences Performance**
Quantitative analysis revealed a strong positive correlation between flexible work arrangements and job performance. Women with autonomy over their schedules and supportive maternity policies reported higher satisfaction and productivity. This was confirmed through analysis, where work-life balance emerged as a statistically significant predictor of performance ($p < 0.01$).
2. **Physical and Mental Health Are Strong Predictors of Output**
Physical health indicators, such as frequency of illness and access to healthcare, showed significant associations with job performance ($p < 0.05$). Similarly,

mental well-being—especially stress levels and emotional burnout—was negatively correlated with productivity. Respondents who reported high stress or limited healthcare access also reported lower performance levels.

3. Job Satisfaction Plays a Mediating Role
Job satisfaction was found to mediate the link between wellness and performance. Women who were satisfied with their roles, recognition, and growth opportunities demonstrated greater resilience and better performance outcomes.

4. Organisational Policies Remain Inconsistent
While some companies provided comprehensive wellness benefits, others lacked structured policies. Interviews with women in leadership roles revealed that wellness initiatives are often informal and unevenly implemented across departments or regions.

5. Cultural Expectations Intensify Pressure on Women
Qualitative findings highlighted that women in India often juggle professional roles with traditional domestic responsibilities. This dual burden was a recurring theme, particularly among mid-career women, affecting their health and reducing the time and energy available for professional development.

6. Lack of Awareness and Measurement Undermines Support
Many organisations did not actively monitor women's wellness metrics, making it difficult to design targeted interventions. This absence of data-driven strategies was identified as a gap by women in managerial positions.

4.8. Conclusion

This study set out to explore the intricate relationship between working women's wellness and their performance in Indian organisations. Through a mixed-methods approach—combining quantitative surveys with qualitative interviews—the research provided a comprehensive understanding of the factors affecting women's health, satisfaction, and workplace productivity.

The findings clearly demonstrated that wellness, in both physical and mental dimensions, plays a pivotal role in shaping job performance. Work-life

balance, access to healthcare, flexible working arrangements, and job satisfaction were all found to be significant contributors to how women performed in their professional roles. Notably, women who experienced supportive workplace policies and wellness programs reported higher satisfaction and productivity.

However, the study also revealed gaps in policy implementation, a lack of standardized wellness practices, and persistent cultural pressures that continue to challenge women's ability to thrive at work. Senior female professionals, while more empowered, also acknowledged the structural and societal barriers that remain entrenched in many Indian corporate settings.

The research highlights the urgent need for organisations to invest in structured, measurable, and inclusive wellness programs. There is also a need for cultural change—both within and beyond the workplace—to alleviate the dual burden faced by many Indian women.

By shedding light on these dynamics, the study not only contributes to the growing discourse on gender and wellness in the workplace but also offers actionable insights for employers, policymakers, and researchers aiming to enhance women's well-being and unlock their full potential in the workforce.

4.9 Discussion of Results

The comparison between the two sets of data reveals contrasting insights regarding the impact of challenges on the well-being and performance of working women in India. Gender roles and societal expectations play a significant role in shaping the experiences of women in the workplace, particularly in the Indian context, where traditional gender norms have historically influenced both personal and professional lives. The literature emphasizes how deeply ingrained gender roles affect women's empowerment and ability to navigate the workplace. For instance, (Sirajunisa, 2010) highlights that empowerment involves a transformation in women's control over their environments, both personally and professionally. However, despite the emphasis on empowerment, gender roles continue to dictate the extent of

influence women have over their external actions, which impacts their work performance.

In contrast, the correlation analysis presented in the second section offers a more nuanced view. It finds no significant statistical relationship between societal expectations and women's job performance. This suggests that while societal pressures and traditional gender roles might contribute to stress, they do not directly impact the measurable aspects of women's job performance, such as meeting targets or leadership qualities. This discrepancy between qualitative insights from the literature and quantitative findings indicates that while gender roles and expectations are important, their direct influence on performance may not be as straightforward. Women appear to manage their job requirements effectively, despite societal pressures, which could be attributed to resilience or coping mechanisms developed over time.

Work-life balance and stress management are recurring themes in the discussion of women's workplace experiences, particularly in terms of their mental well-being. Shrivastava and Purani (2019) observe that the role conflicts between work and family responsibilities are primary contributors to stress among working women in India, leading to various health issues. The challenges of balancing personal and professional responsibilities often manifest as mental health problems, which in turn, can impact performance. However, the correlation analysis again provides a counterpoint, finding that stress from societal expectations does not significantly affect job performance or leadership abilities. This reinforces the notion that while stress and work-life balance are critical to women's well-being, their ability to meet job requirements is not necessarily compromised. This may suggest that women are adept at compartmentalizing or managing these stresses in a way that does not directly affect their performance metrics.

However, the study does acknowledge that work-life balance challenges have a slight but significant impact on women's ability to meet job requirements, albeit not to a degree that would drastically affect overall performance. This aligns with the idea that women's work-life balance struggles can hinder their

ability to maintain consistent performance but does not render them incapable of meeting their professional responsibilities. Moreover, while work-life conflict may moderate career decisions, as Buddhapriya (2009) suggests, it appears that the effect on day-to-day performance is minimal in statistical terms.

The organizational culture and support systems have also been highlighted as significant factors influencing women's morale and motivation at work. Jain (2020) argues that a supportive and inclusive organizational culture is key to boosting women's morale and ensuring that they thrive in their roles. This is echoed in the correlation analysis, which finds that collaboration and teamwork are strongly correlated with leadership qualities among women. The ability to work well within teams and exhibit leadership is closely tied to performance outcomes. This indicates that when women are supported in collaborative environments, they are more likely to display leadership qualities, reinforcing the positive impact of organizational culture on women's career success.

While organizational culture positively impacts collaboration and leadership, the analysis finds no strong correlation between societal expectations and collaboration, leadership, or creativity. This further emphasizes that while external pressures may influence overall well-being, they do not directly dictate professional outcomes in measurable ways. It suggests that workplace culture plays a more pivotal role in shaping women's experiences and career trajectories than societal expectations. This insight highlights the importance of cultivating an organizational environment that supports collaboration and leadership for women.

On the topic of health and mental well-being, Buddhapriya (2009) highlights the work-family challenges faced by women, particularly those in senior management positions, and how these challenges influence career decisions. The qualitative data underscores the impact of mental health and support systems on women's ability to navigate their careers. The correlation analysis also points to the importance of mental health support services, as the lack of such services is significantly correlated with challenges like harassment

and discrimination. This finding suggests that providing mental health services can help mitigate the negative effects of workplace discrimination and improve overall well-being.

However, while mental health challenges may affect well-being, the analysis does not find a significant correlation between the lack of mental health support and immediate job performance. This aligns with the idea that women may continue to perform well despite mental health challenges but may suffer in terms of innovation or creativity, which require a more supportive and stress-free environment. Therefore, while performance in terms of meeting job targets may remain unaffected, mental health support is crucial for fostering an environment where creativity and long-term career growth can flourish.

The comparison also sheds light on the impact of unequal pay and career advancement opportunities on women's well-being. While the literature suggests that these factors are critical to women's overall career satisfaction, the correlation analysis shows that they do not have a direct impact on immediate job performance. Instead, unequal pay and limited career advancement opportunities are more strongly correlated with reduced well-being. This highlights that while pay equity may not directly affect job performance, it significantly affects women's sense of fairness and satisfaction in their roles, which could have long-term implications for retention and motivation.

The Pearson Correlation analysis revealed several important relationships between workplace wellness initiatives and the performance of women employees (Koenig, 2014). The promotion of physical wellness in the workplace, the availability of wellness resources, and the organization's culture of respect and inclusion were positively correlated with satisfaction and leadership qualities. However, many of these wellness factors did not show significant relationships with key performance outcomes such as job performance, teamwork, or comparison to male counterparts.

In terms of harassment and discrimination, the analysis reveals a significant correlation between these factors and creativity, indicating that environments where women face discrimination are less conducive to

innovation. This aligns with broader discussions of workplace equity, where harassment and discrimination not only affect well-being but also stifle women's ability to contribute creatively to their organizations. Furthermore, the significant correlation between harassment, discrimination, and mental health challenges underscores the importance of addressing workplace harassment to ensure that women have the mental and emotional support necessary to thrive.

Ultimately, while the immediate job performance of working women may remain stable, addressing the broader challenges they face is crucial for ensuring their long-term success, satisfaction, and contribution to the workplace. Organizations must prioritize creating supportive environments that empower women, promote work-life balance, and provide necessary resources to thrive both professionally and personally. While societal expectations and gender roles play a significant role in shaping women's experiences, their direct impact on job performance is not as pronounced in statistical terms (Chaudhuri, 2020). Organizational culture, collaboration, and leadership are key factors in women's workplace success, and addressing challenges like work-life balance and mental health support is critical for long-term well-being and innovation. While immediate performance may not always reflect the impact of these challenges, the broader implications for career satisfaction and advancement remain significant. Organizations must therefore focus on creating supportive environments that address both the well-being and professional development of women employees.

CHAPTER V - DISCUSSION

5.1 Discussion of Research Question One

Research Question One: What are the key factors affecting the wellness or well-being of working women in Indian organisations?

Wellness is multidimensional, with physical health, emotional support, and access to quality healthcare emerging as crucial factors. As one respondent noted, “For me, emotional well-being matters more than salary hikes. If I am mentally exhausted, no raise can motivate me.” This aligns with the JD-R model’s emphasis on resources that protect against strain

The findings revealed that women’s wellness is multidimensional, with physical health, emotional support, and access to quality healthcare emerging as crucial factors. Survey participants consistently identified high levels of stress, limited access to mental health services, and unsupportive workplace cultures as barriers to their well-being. A strong correlation was found between emotional wellness and job satisfaction. However, the study also showed that many organisations in India still lack systematic wellness tracking, leading to reactive rather than preventive measures.

Interview participants in managerial roles further emphasised that wellness is often seen as a personal issue rather than an organisational responsibility. They noted that while maternity policies and flexible hours exist on paper, implementation is inconsistent. The findings support the JD-R model, suggesting that when job resources like wellness programs and supportive leadership are lacking, job demands lead to strain, impacting wellness.

5.2 Discussion of Research Question Two

Research Question Two: *What are the challenges faced by working women in Indian organisations that affect their well-being?*

Women reported challenges in three major areas: work-life conflict, societal expectations, and organisational culture. Many described stigma when requesting flexibility. One mid-level manager admitted, “Speaking up about stress is seen as

weakness. I hesitate to ask for flexibility because it might affect my promotions.” Such experiences demonstrate how workplace culture can silence wellness needs.

Women reported challenges in three major areas: work-life conflict, societal expectations, and organisational culture. Many working women continue to shoulder the majority of household responsibilities, leading to role overload. This dual pressure results in emotional burnout and reduced capacity for innovation and performance at work.

The data also highlighted the stigma attached to women taking mental health breaks or requesting flexible schedules. Women in leadership positions stated that speaking up about such needs often led to being perceived as less committed. Discriminatory practices in promotions and wage gaps further demotivated employees, making wellness difficult to sustain.

These challenges were compounded by lack of consistent wellness policies across organisations. The diversity in policy awareness and benefit utilisation showed that organisational culture plays a decisive role in either reinforcing or mitigating these barriers.

5.3 Discussion of Research Question Three

Research Question Three: *What is the association between the wellness of working women and their performance in the workplace?*

The study confirmed a significant positive association between wellness and performance. A senior IT professional explained, “When I have access to childcare support, I am calmer and more focused. Without it, I am just surviving, not thriving.” This echoes the JD-R model, showing that resources directly buffer stress and enable higher engagement

The study confirmed a significant positive association between wellness and performance. analysis indicated that physical and emotional health are predictors of absenteeism and productivity levels. However, while the wellness-performance link was strong for factors like job satisfaction and teamwork, it was weaker in relation to direct output measures like sales targets or performance rankings.

One notable insight was that supportive work environments do not automatically translate to high performance. For wellness to impact performance meaningfully, women also need autonomy, inclusion in decision-making, and career progression opportunities. In contrast, women who experienced discrimination or lacked access to wellness benefits often showed resilience by maintaining performance, but at the cost of long-term emotional health.

These findings suggest that wellness should be viewed as a strategic component of organisational performance, not merely a benefit.

5.4 Discussion of Research Question Four

Research Question 4: What is the association between the wellness of working women and their performance in the workplace?

Based on the correlation analysis conducted in Chapter IV, the statistical relationship between wellness-related variables and performance indicators revealed weak or non-significant associations. While some individual wellness initiatives like inclusion culture and respect showed slight positive correlations, the overall analysis led to the acceptance of the null hypothesis.

This suggests that although organizations may offer wellness programs, their measurable impact on direct performance outcomes, such as achieving targets or displaying leadership, is limited. However, qualitative observations and responses still indicate that wellness plays an indirect role in shaping motivation, morale, and collaboration.

5.5 Discussion of Research Question Five

Research Question 5: What strategies can enhance the wellness of working women and improve their performance?

Participants expressed the need for holistic wellness support, including flexible hours, mental health resources, and childcare support. One consulting manager emphasised, “Mentorship from senior women leaders gave me courage to stay and grow here. Without role models, it’s hard to see a path forward.” This highlights how strategies extend beyond policies to include cultural and relational support.

Though the statistical analysis showed no strong correlation, participants expressed the need for holistic wellness support, including:

- Flexible working hours
- Access to mental health resources
- Leadership opportunities for women
- Career progression visibility
- Childcare support and family-friendly policies

These strategic insights emphasize that organizations should not evaluate wellness initiatives solely on performance outcomes but as essential infrastructure for sustainable engagement and retention.

CHAPTER VI – CONCLUSION AND RECOMMENDATIONS

6.1 Summary of Key Findings

On some dimensions, well-being programs apparently clearly have the capability in specific domains such as improving physical health or creativity and leadership qualities, but overall, the well-being programs do not seem to improve job performance in general. This is what marks a need to deal with women's support at work at a much more subtle level that runs beyond wellness initiatives alone to rather much larger and broader socio-cultural and systemic challenges facing women in India.

The take-home from this piece of research is that, of course, well-being becomes an integral component of personal development, but the same cannot be isolated outside the context in which working women operate. In this context, social pressure and deeply entrenched gender roles continue to be a strong determinant of women's professional lives (Chaudhuri, 2020). Much of these social demands often direct a double demand on the female population through career and responsibilities in traditional care-giving. Such complexities can sometimes lead to role overload and work-life interference, causing major stressors and significant barriers in job performance.

The research suggests that even though wellness programs might reduce some stressors, they are not adequate in solving the root causes of performance issues. Organisational cultures that develop respect, inclusion and supportiveness are critical for fostering a more positive work environment, though these shifts in culture themselves are not adequate to improve work performance directly. Clearly, far-reaching structural changes must be developed that are even more sensitive to the special challenges women face both in their roles at home and work.

In addition, wellness must be conceived of much more than just a sum of parts. Wellness is a product of a multidimensional form and contributes toward the general well-being of people. In this respect, physical wellness is just one of the many aspects of general wellness. As important as physical

wellness is to professional success for women, emotional, mental, and social well-being are similarly important, although these dimensions are abysmally underrepresented in the typical wellness programs. Take critically important mental health support, for instance. Much work - possibly involving gender-based stress or other forms of discrimination - may lead some women to suffering under unseen oppression, unlike some of their less discriminated or traditionally male-dominated counterparts. Often, burnout and dissatisfaction will only be increased by a lack of mental health resources, which will come directly and negatively to performance.

The organizations, therefore, have to take a holistic approach toward wellness, which includes more than physical well-being but also emotional and psychological wellness. This requires embedding wellness programs in an overall organizational strategy that also addresses gender-specific issues. Important steps are creating flexible working arrangements, supporting working mothers with policies that reduce role conflict.

The other significant implication of this paper is in relation to targeted interventions, which tailor the strategies of wellness according to their socio-cultural context. A one-size-fits-all approach to wellness is unlikely to be an effective solution given the dynamic set of challenges individual women in India will face (Jain, 2020). Organisations, instead will need to adjust their programs taking into consideration, among other factors, personal and family responsibilities; collective duties and social expectations; as well as organisational dynamics. For example, childcare arrangements or flexible working hours will have extreme effects on women's management of their dual roles and lessen the stress related to work-life balance. Despite their significance in promoting well-being, programs in the light of well-being do not make women a panacea for bettering performance in the workplace. Wellness-performance dynamics are intricate and will be informed by the social expectations around the organization, organizational culture, and tensions between one's role in an organization and between roles.

If organizations are to actually support women at work, this might mean their wellness programs could consider more holistic thinking and do more to address root, systemic issues that women face in the workplace. This includes the establishment of supportive and gender-sensitive workplace atmospheres, flexible working conditions, and policies that seek to nourish mental and emotional well-being. Getting on the right track will mean that organizations realize that their women's well-being is very much linked to their performance. Companies can address the inside and outside challenges of working women to their full potential by tackling the complications experienced by working women.

6.2 Recommendations

Organizations should move away from wellness programs focused merely on the physical well-being of workers, like exercising and healthy eating. Instead, they should focus on more holistic wellness programs. A holistic wellness program would include mental health support, emotional well-being, and social connection besides physical health. Indeed, workshops on stress management, mental health counseling, mindfulness training, and peer support groups would be salient components for managing multiple stressors at work and also back home for working women.

Emotional and psychological well-being must find precedence with the creation of stress resources, anxiety, and burnout, especially among women who often are sharing responsibilities both at work and in the care of their children. Mental wellness should be the norm within the wellness debate, and access to mental health professionals must be readily accessible. Regular mental health assessments, support networks, and dedicated mental health leave should also be considered to form a vital support system in an organization's wellness strategy.

The greatest challenge Indian working women face is that of roles at workplaces, either as professional ones or work according to traditionally ascribed ones (Luszczynska, 2015). While society still tends to center itself on a basic understanding of the roles women are expected to play as primary

caregivers, the simple truth for most women is that they are juggling both sets of roles when they go to work. In order to simplify this dilemma, it is imperative to introduce a set of gender-friendly work policies with flexible alternatives to conventional traditional rigid work patterns. Such options may include work in the home, flexi-time working, part-time working, and compressed working week so that women will be able to fulfill these two roles without interfering much with their professional ambitions.

Companies should introduce paid family leave, parental leave for men and women, and the right to shared work to create an inclusive and supportive workplace for women. These policies would reduce role overload and allow working women flexibility to manage their lives at home and at work. Reduced stress and improved performance would be the direct result of more flexibility in the management of time by women.

Specific programs for women can prove to be very useful in bridging that gap towards management levels. There are even more barriers put on women's paths to leadership: no sufficient mentorship at the workplace, no professional networking opportunities, and even internal social obstacles in being assertive and ambitious. Organizations can support women by developing specific programs with leadership training, mentorship, and access to role models among women.

This will include leadership skills, decision-making skills, conflict resolution skills, and negotiation skills with emphasis on building confidence and self-advocacy skills. Opportunities to share experiences, advice, and professional development will not only enrich her leadership capabilities but also her sense of belongingness and involvement in the organization. An inclusive workplace culture provides support for broad determinants of the general well-being and effectiveness of women. Companies must create a work environment that supports diversity, gender difference consideration, and works across genders in order to neutralize bias, and also does not discriminate on the basis of gender. This can be achieved through open dialogue about equality

between the sexes, training employees and leaders on unconscious biases, and making policy development reflect gender inclusivity.

Inclusion, therefore, has to go beyond obvious initiatives and become the core of the organization's values (Eagly, 2012). Organizations should have written policies set up that prohibit all forms of gender discrimination and equal pay for equal work. Women should also have proper avenues to voice or report workplace issues such as harassment or discrimination that cannot hold any fear of retaliation. All employees have to accommodate gender-sensitive training programs to help build an understanding and a more equitable workplace for women.

The issue of work-life balance is also a pressing concern for the working women in India, mainly those with caregiving responsibilities or roles. Better integration at work should be facilitated through support systems that ease the demands on personal life such as childcare facilities, eldercare support, and employee assistance programs that cater to family needs. Something as simple as a childcare center on site, or a deal with a nearby daycare, or perhaps even financial support for childcare would significantly lessen much of the burden on women torn between having a job and playing the role of carer.

Besides offering these leave policies that will allow women to attend family emergencies not prejudicially, the provision of career breaks for family reasons will only temporarily deny them certain job opportunities in the future. Still, equipping them with means and skills outside work to handle many of life's frustrations will eventually work towards their higher productivity and lessened levels of stress. The existence of robust support structures has the ability to significantly enhance a woman's welfare as well as performance on the job. To this extent, organizations need to develop formal mentoring structures that pair up female employees with experienced mentors who will offer them counseling, guidance, and even career advice. In this regard, mentees are coached on how to move across any challenging organizational juncture, informed about their career advancement processes, and helped to overcome the various challenges.

Supporting this, companies should also foster peer support by establishing employee resource groups or women's networks in the organization. These are safe havens where women can share experiences with other women experiencing the same challenges and seek advice from them. Support networks bring not only emotional and psychological support but also avenues for professional growth and career progression (Joshi, 2013). However important the organizational policies and programs are, they cannot be isolated from the wider context in which women exist within larger social and cultural space in India. The already entrenched genders and societal expectations put women in a subordinate position both at home and at work; companies should, therefore, engage in an active struggle to challenge such norms and support equality within their workplace as well as in society at large.

Now, such CSR initiatives-the one meant to promote gender equality or empower women in general-can easily bring about significant implications (Sirajunisa, 2010). Here, organizations can collaborate with NGOs, advocacy groups, and educational institutions to spread an awareness of gender issues, promote women's education and employment opportunities, and, eventually, contribute to social change. Playing an active role in the eradication of societal-level gender imbalances may easily pave the way for women to enhance their working life together in a friendly environment.

Integration of Wellness Programs in the Performance Management System- While wellness programs per se are not going to enhance performance, organizations can fuse wellness initiatives within their performance management system to ensure that the structure assumes a holistic approach towards development. For example, well-being goals may be included in the performance review, employees encouraged to participate in well-being activities, and efforts made to maintain healthy work-life balance recognized. This should communicate that employee well-being is valued, or rather, that health on an individual level relates to professional success. There could be check-ins, wellness assessments, and performance reviews which work in

tandem with work-life integration to ensure that employees are developing professionally while not compromising on well-being.

Appendix – Interview Summary (Condensed)

To complement the statistical results, semi-structured interviews were conducted with five mid-to-senior-level women professionals across IT, finance, HR, and consulting. Their insights were synthesized into key themes as follows:

1. ****Significance of Well-being****

Participants consistently stressed that wellness directly shaped their leadership and creativity.

Example: “When I feel healthy and supported, I am not just doing tasks—I am contributing ideas and leading my team better.”

2. ****Barriers to Wellness****

Interviewees highlighted work-life conflict and cultural pressures. Many described the ‘double shift’ of professional and domestic responsibilities.

Example: “No matter how well I perform at work, the second shift starts at home. That constant dual pressure drains me.”

3. ****Link between Wellness and Performance****

Women noted that while policies existed, stigma limited their usage.

Example: “Wellness programs are useful, but only if the culture allows us to actually use them without being judged.”

4. ****Organisational Culture and Support****

Respectful managers and supportive policies increased loyalty and retention.

Example: “When my manager respected my need for flexibility after maternity, my loyalty to the company doubled.”

5. ****Strategies for Improvement****

Flexibility, mentorship, and visible role models were strongly recommended.

Example: “Mentorship from senior women leaders gave me courage to stay and grow here. Without role models, it’s hard to see a path forward.”

This condensed appendix highlights voices from participants without overwhelming the main chapters, ensuring their perspectives directly support the quantitative findings and theoretical frameworks.

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APPENDIX: RAW DATA / CALCULATIONS

H01: There is no significant impact of the Wellness of Working Women on the Performance of Women Employees in the Workplace in India.

H11: There is a significant impact of the Wellness of Working Women on the Performance of Women Employees in the Workplace in India.

- Performed Pearson Coefficient of Correlation to test the impact among the variables.
- Here, there is no significance among the variables.
- Hence, we accept our Null hypothesis and conclude that There is no significant impact of the Wellness of Working Women on the Performance of Women Employees in the Workplace in India.

Correlation

The workplace environment is effective in promoting the physical health and wellness of women employees.	My organization's wellness programs	I am satisfied with the well-being of employees.	My organization fosters a culture of respect, inclusion, and support for the well-being of employees.	My organization promotes an effective management.	Women employees can effectively contribute to the organization's success.	Women employees can effectively contribute to the organization's success.	The performance of the organization is effective in promoting the physical health and wellness of women employees.	Women employees can effectively contribute to the organization's success.	Women employees can effectively contribute to the organization's success.
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The workplace environment is effective in promoting the physical health and wellness of women employees. My organization ensures the availability	Pearson Correlation Sig. (2-tailed)	1	.240	.128	.253*	.190	.076	.125	.048	.279*	.284*
			.058	.318	.045	.135	.556	.335	.707	.027	.025
	N	63	63	63	63	63	62	62	63	63	62
	Pearson Correlation Sig. (2-tailed)	.240	1	.840**	.720**	.565**	.065	.083	.093	-.020	.057
		.058		.000	.000	.000	.618	.521	.468	.874	.662

ilab ility and acc essi bilit y of res our ces for wo me n's wel lnes s, suc h as hea lthc are ben efit s, cou nse ling ser vic es, and wel lnes s pro gra ms I am sati sfie d wit h the wel lnes	N	63	63	63	63	63	62	62	63	63	62
Pea rso n Cor rela tion Sig. (2- tail ed)		.128	.840**	1	.774**	.666**	.090	.042	.129	-.027	-.100
		.318	.000		.000	.000	.486	.744	.316	.835	.442

s pro gra ms and initi ativ es pro vid ed by my org ani zati on spe cifi call y tail ore d to the nee ds of wo me n em plo yee s. My org ani zati on fost ers a cult ure	N	63	63	63	63	63	62	62	63	63	62
Pea rso n Cor rela tion Sig. (2- tail ed)		.25 3*	.72 0**	.77 4**	1	.64 4**	.07 2	.11 0	.05 1	.05 8	.00 0
		.04 5	.00 0	.00 0		.00 0	.57 8	.39 7	.68 9	.64 9	.99 7

of res pec t, incl usi on, and sup port for the wel lnes s of wo me n em plo yee s. My org ani zati on acc om mo dat es the spe cifi	N	63	63	63	63	63	62	62	63	63	62
Pea rso n Cor rela tion		.19 0	.56 5**	.66 6**	.64 4**	1	- .08 1	- .14 3	- .14 0	- .00 2	- .10 6
Sig. (2- tail ed)		.13 5	.00 0	.00 0	.00 0		.53 0	.26 8	.27 3	.98 5	.41 4

c nee ds and cha llen ges of wor kin g mot her s in ter ms of wel lnes s sup port in an effe ctiv e ma nne r. Wo me n em plo yee s can effe ctiv	N	63	63	63	63	63	62	62	63	63	62
Pea rso n Cor rela tion Sig. (2- tail ed)		.07 6	.06 5	.09 0	.07 2	-. .08 1	1	.58 4**	.44 3**	.50 9**	.08 9
		.55 6	.61 8	.48 6	.57 8	.53 0		.00 0	.00 0	.00 0	.49 7

ely me et thei r job req uire me nts and ach iev e thei r perf orm anc e targ ets Wo me n em plo yee s effe ctiv ely con trib ute to the coll abo rati on and tea mw ork wit h thei r coll eag ues	N	62	62	62	62	62	62	61	62	62	61
	Pea rso n Cor rela tion Sig. (2- tail ed)	.12 5	.08 3	.04 2	.11 0	-. .14 3	.58 4**	1	.44 2**	.58 7**	.36 5**
		.33 5	.52 1	.74 4	.39 7	.26 8	.00 0		.00 0	.00 0	.00 4
	N	62	62	62	62	62	61	62	62	62	61

The performance of women employees in my organization is comparable to their male counterparts	Pearson Correlation Sig. (2-tailed)	.048	.093	.129	.051	-.140	.443**	.442**	1	.328**	.145
		.707	.468	.316	.689	.273	.000	.000		.009	.261
		63	63	63	63	63	62	62	63	63	62
Women employees in my organization	Pearson Correlation Sig. (2-tailed)	.279*	-.020	-.027	.058	-.002	.509**	.587**	.328**	1	.552**
		.027	.874	.835	.649	.985	.000	.000	.009		.000

zati on effe ctiv ely de mo nstr ate lea der shi p qua litie s and tak e initi ativ e for the co mpl etio n of proj ects . Wo me n em plo yee s in my org ani												
	N	63	63	63	63	63	62	62	63	63	62	
	Pea rso n Cor rela tion Sig. (2- tail ed)	.28 4*	.05 7	- .10 0	.00 0	- .10 6	.08 9	.36 5**	.14 5	.55 2**	1	
		.02 5	.66 2	.44 2	.99 7	.41 4	.49 7	.00 4	.26 1	.00 0		

zation are innovative and creative, contributing to the success of projects.	N	62	62	62	62	62	61	61	62	62	62	
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*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

H02: There is no significant impact of Challenges Affecting the Well-Being of Working Women on the Performance of Women Employees in the Workplace in India.

H12: There is a significant impact of Challenges Affecting the Well-Being of Working Women on the Performance of Women Employees in the Workplace in India.

- Performed Pearson Coefficient of Correlation to test the impact among the variables.
- Here, there is no significance among the variables.
- Hence, we accept our Null hypothesis and conclude that There is no significant impact of Challenges Affecting the Well-Being of Working Women on the Performance of Women Employees in the Workplace in India.

Correlation

		Women employees can effectively meet their job requirements and achieve their performance targets	Women employees can effectively contribute to the collaboration and teamwork with their colleagues	The performance of women employees in my organization is comparable to their male counterparts	Women employees can effectively meet their job requirements and achieve their performance targets	Women employees can effectively contribute to the collaboration and teamwork with their colleagues	The performance of women employees in my organization is comparable to their male counterparts	Women employees can effectively meet their job requirements and achieve their performance targets	Women employees can effectively contribute to the collaboration and teamwork with their colleagues	The performance of women employees in my organization is comparable to their male counterparts	Women employees can effectively meet their job requirements and achieve their performance targets	Women employees can effectively contribute to the collaboration and teamwork with their colleagues	The performance of women employees in my organization is comparable to their male counterparts
		1	.584*	.443*	.509*	.089	.114	.152	.229	.169	.272*		
			.000	.000	.000	.497	.378	.238	.076	.190	.032		
		N	62	61	62	61	62	62	61	62	62		
		Pearson Correlation	.584**	.442*	.587*	.365*	.034	.162	.207	.084	.033		
		Sig. (2-tailed)	.000	.000	.000	.004	.793	.208	.110	.516	.800		
		N	61	62	62	61	62	62	61	62	62		
		Pearson Correlation	.443**	.442*	.328*	.145	-.059	-.007	.024	-.040	-.044		
		Sig. (2-tailed)	.000	.000	.009	.261	.645	.956	.850	.757	.731		
		N	62	62	63	62	63	63	62	63	63		

Women employees in my organization effectively demonstrate leadership qualities and take initiative for the completion of projects.	Pearson Correlation	.509**	.587*	.328*	1	.552*	-.026	.149	.211	.168	.175
	Sig. (2-tailed)	.000	.000	.009		.000	.841	.245	.100	.189	.171
	N	62	62	63	63	62	63	63	62	63	63
Women employees in my organization are innovative and creative, contributing to the success of projects.	Pearson Correlation	.089	.365*	.145	.552*	1	-.113	.178	.273*	.116	.000
	Sig. (2-tailed)	.497	.004	.261	.000		.381	.166	.033	.370	1.000
	N	61	61	62	62	62	62	62	61	62	62
I believe that societal expectations and traditional gender roles contribute to the stress and well-being of working women.	Pearson Correlation	.114	.034	-.059	-.026	-.113	1	.335*	-.138	.073	.621*
	Sig. (2-tailed)	.378	.793	.645	.841	.381		.007	.284	.572	.000
	N	62	62	63	63	62	63	63	62	63	63
In my opinion, unequal pay and opportunities for career advancement negatively affect the well-being of women in the workplace.	Pearson Correlation	.152	.162	-.007	.149	.178	.335*	1	.268*	.258*	.456*
	Sig. (2-tailed)	.238	.208	.956	.245	.166	.007		.035	.042	.000
	N	62	62	63	63	62	63	63	62	63	63
The well-being of women employees is reduced by harassment and discrimination in the workplace.	Pearson Correlation	.229	.207	.024	.211	.273*	-.138	.268*	1	.383*	.116
	Sig. (2-tailed)	.076	.110	.850	.100	.033	.284	.035		.002	.367
	N	61	61	62	62	61	62	62	62	62	62
The lack of access to mental health support services affects the overall well-being of working women.	Pearson Correlation	.169	.084	-.040	.168	.116	.073	.258*	.383*	1	.271*
	Sig. (2-tailed)	.190	.516	.757	.189	.370	.572	.042	.002		.031
	N	62	62	63	63	62	63	63	62	63	63
A lack of work-life balance affects the well-being of women	Pearson Correlation	.272*	.033	-.044	.175	.000	.621*	.456*	.116	.271*	1
	Sig. (2-tailed)	.032	.800	.731	.171	1.000	.000	.000	.367	.031	

employees in a negative manner.	N	62	62	63	63	62	63	63	62	63	63
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** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).