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LINKING PSYCHOLOGICAL WELL-BEING AND EMPLOYEE PRODUCTIVITY THROUGH WORK-LIFE INTEGRATION: A SMART-PLS APPROACH

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Abstract

The rapid evolution of technology has given rise to hybrid work models, which have negatively affected employees' psychological well-being and consequently, their productivity. This research addresses a notable gap in the existing literature, by investigating how work-life integration influences the link between psychological well-being and employee productivity. The study relied on primary data, collected through a structured questionnaire from 250 employees, across various information technology firms in India. The analysis was conducted by using partial least squares and structural equation modeling, with Smart PLS version 4. The results revealed a significant relationship between employee psychological well-being and productivity, with work-life integration acting as a mediator. The findings indicated that stakeholders can enhance employee productivity by addressing psychological needs and improving work-life integration, considering factors such as work hours and household responsibilities. This research offers a comprehensive model, to help organizations to adapt to evolving work environments, succeed in sustainable workplaces and foster long-term social progress.

Keywords: *Psychological Well-Being, Employee Productivity, Work-Life Integration, HRM, Smart PLS, Sustainable Workplace*

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1. Introduction

The construct of psychological well-being has gained researchers' attention in the last few years. The major reason is that technology has transformed the world and affected every aspect of life, including lifestyle, health, tourism, education and business. The technology has also made it possible for the employees to work from home or remote areas, at their convenience. The rise of remote working has further increased isolation, social distancing and stress, thereby resulting in lack of social support and normalcy (**Alzueta et al. 2021**). The private and professional lives of people have also been disrupted irrespective of their nature of employment and this has affected employee's attitude toward work. Now-a-days, employees have switched to remote working or have shifted their work to the virtual platform without gauging its implications (**Battisti, Alfiero, and Leonidou 2022**). The working potential of employees has been affected, which has acted as an impediment to their career development and progress (**Yarberry and Sims 2021**). This has promoted employee anxiety, stress and burnout, thereby further impacting employee productivity.

In recent years, the concept of sustainable workplaces has also gained due consideration, as organizations seek to balance the needs of their business with the well-being of their employees and their broader environmental and social responsibilities (**Rana 2019**). A sustainable workplace not only supports the economic viability of the organization but also considers the long-term ecological, social and human factors, that support the long-term sustainability and resilience of the workplace environment **(Bansal and DesJardine 2014; Schöning 2013**). At the heart of this concept lies the well-being and work-life balance of employees, which are closely intertwined with the long-term sustainability and productivity of the workplace **(Parakandi and Behery 2016**). The past research has established that employee well-being is a fundamental dimension of sustainable workplaces (**Cvenkel 2020; Kowalski and Loretto 2017**). Factors like job satisfaction, mental and physical health, directly impact an organization's ability to maintain a productive, engaged, committed and sustainable workforce **(Sypniewska, Baran, and Kłos 2023**). Considering that the well-being and productivity of individual employees affect the productivity and performance of the entire organization (**Kundi et al. 2021**), the present study would like to enrich the existing body of literature and provide empirical insights, by examining the relationship between psychological well-being and employee productivity in the presence of the mediating role of work-life integration, to develop sustainability in the workplace. Psychological well-being, encompassing aspects like emotional health, stress levels and overall mental state, has emerged as a central concern (**Levine et al. 2021; Zheng et al. 2016**). Simultaneously, how employees harmonize their work responsibilities with personal life, often referred to as work-life integration, has gained heightened significance in this evolving workspace. The research investigates how work-life integration may act as a mediator in the connection between psychological well-being and employee productivity. In other words, psychological well-being may affect productivity by shaping work-life integration. If work-life integration is found to act as a mediator, it would underscore the significance of creating an environment that supports employees in managing their personal and professional lives. As the importance of sustainability continues to grow, the development of sustainable workplaces, that prioritize well-being and work-life balance, will be the key focus for organizations across industries.

2. Review of Literature

2.1 Psychological Well-Being and Employee Productivity

Literature bears evidence of several studies, related to employee well-being. **Warr (1999)**, in his study, described two types of well-being – job specific (individual's feelings in relation to the job) and context-free (covering feelings in any setting). Well-being can be examined from two approaches, one is subjective and the other is psychological. Subjective well-being is referred to as hedonic well-being, which is a broader term covering various factors (**Compton et al. 1996; Kun and Gadanecz 2022; Kundi et al. 2021)**. The term subjective refers to happiness, life satisfaction and positive affect (**Diener 2009**). According to **Keeman et al. (2017),** "Wellbeing at work refers to a subjective perception of general satisfaction with and positive feelings toward work." On the other hand, psychological well-being is referred to as eudaemonic well-being, which focuses on personal happiness (**Kundi et al. 2021**). Work-related well-being is an important factor in performance and job satisfaction (**Kun and Gadanecz 2022**). The studies have provided evidence regarding positive influence of employee well-being on employee work-related attitudes (**Keeman et al. 2017**). Amidst technological advancements and flexibility, the world witnessed an unprecedented transformation in work arrangements and organizational practices. The rapid shift to remote and hybrid work models, poses significant challenges to employees across industries. Against these challenges, the psychological well-being of employees has surfaced as a pivotal factor, influencing their capacity to thrive and succeed in this evolving work environment.

Employee productivity is denoted by various terms such as organizational performance, employee performance and corporate performance (**Farooq and Sultana 2021**). According to **Singh, Solkhe, and Gautam 2022**, "Employee productivity is an assessment of the efficiency of a worker or group of workers". **Hanaysha (2016**) stated that "Productivity may be evaluated in terms of the output of an employee in a specific period of time." Employee productivity is a key objective of firms and improving employee productivity is one of the major challenges organizations are facing nowadays (**Farooq and Sultana 2021; Hanaysha 2016; Singh et al. 2022)**.

The dynamic relationship between employee psychological well-being and productivity has become an important focus of researchers in the past few years (**Sutarto, Wardaningsih, and Putri 2021; Tronco Hernández et al. 2021)**. Prior research has established the positive link between psychological well-being and productivity (**Kundi et al. 2021**), underscoring the importance of investigating this relationship within the context of other constructs. The nexus between psychological well-being and employee productivity is rooted in a complex web of psychological and organizational mechanisms. Research has shown that when employees experience increased psychological well-being, they tend to enjoy greater job satisfaction, increased engagement and enhanced motivation (**Sonnentag and Fritz 2007**). This positive emotional state translates into heightened focus, creativity and overall performance, leading to improved productivity **(Wright and Cropanzano 2000**). In other words, employees, who demonstrate high levels of psychological well-being, are more inclined to engage in proactive behaviors, exhibit higher levels of task

performance and demonstrate increased creativity and problem-solving abilities (**Cropanzano and Wright 2001**). Positive affect, a facet of psychological well-being, has been associated with increased levels of task persistence and enhanced cognitive processing, further fueling productivity (**Isen 2001**). Conversely, individuals, with compromised psychological well-being, may experience reduced cognitive functioning, diminished motivation and increased absenteeism, all of which contribute to lower productivity levels (**Hülsheger et al. 2013**). Since a substantial body of literature already addresses the direct relationship between psychological well-being and employee productivity, this study will not include that analysis. Instead the study would focus on other critical aspects.

2.2 Mediating Role of Work-Life Integration

According to **Gade and Yeo (2019**), work-life integration is "coordinating and blending elements of life into a unified whole, where work, family, friends and self are valued and time is allocated proportionally." The idea of flexible work arrangements began to take shape in the 1980s, fueled by advancements in information and communication technologies, that enabled individuals to work effectively from home. This shift opened new possibilities for balancing work and personal life, paving the way for innovative approaches to how we think about work today (**Alfes et al. 2022; Orel 2019**). The pandemic has blurred the lines between personal and professional lives, by advocating remote working environment, thereby leading to stress and burnout (**Yarberry and Sims 2021**), that affects work-life integration. With the advent of technological innovations, there is no such term as work-life balance, rather the distinction between home and workplace has become blurred through shift toward remote working facility and this, in turn, has resulted in the development of the concept of work-life integration (**Sricharan 2021)**. Previous studies have elaborated that employees have a positive experience of WFH (**Lonska et al. 2021**), and it can contribute toward increase in employee productivity **(Wiradendi Wolor, Nurkhin, and Citriadin 2021**). However, results in the present era can be unconventional (**McPhail et al. 2023**). Contrarily, integration is a contemporary concept and it is gaining importance in the field of research (**Morris and Madsen 2007**). The onset of pandemic has caused family-work conflicts, wherein the employees' job performance was affected by the involvement in the family-related activities. The blurring of the divide between personal and professional life is making it increasingly difficult for many employees to maintain work-life balance, which is impacting their effectiveness and productivity at work (**Sricharan 2021**). Work from home has caused numerous difficulties for employees owing to chaotic work environment, lack of focus due to sharing of workspace with other family members, contribution toward household chores, and workplace isolation, thus affecting the work-life balance. Consequently, these factors may affect employee productivity. **Wiradendi Wolor et al. (2021)** indicated that the work stress experienced by employees, will result in a decline in employee productivity. However, since the study was conducted on employees working from home in Jakarta, the findings may not be applicable to a particular sector in India.

The literature on the relationship between work-life balance, employee engagement, happiness at work and job performance, has been building rapidly (**Bataineh 2019**). However, the study incorporating psychological well-being, work-life integration and productivity brings novelty to this paper. Also, there are no

quantitative studies, which focus on the mediating role of work-life integration between psychological well-being and employee productivity. Importantly, the technology has reshaped the work environment, blurring the lines between professional and individual life. This has underscored the pivotal role of work-life integration in maintaining psychological well-being amidst heightened remote work challenges. A study by, **Dyrbye et al. (2020**), on physician assistants working in US, found that employees, with high degree of burnout, reported lower levels of dissatisfaction with work-life integration than other US employees, thus, further reinforcing the link between work-life integration, psychological well-being and productivity.

3. Statement of the Problem

The transition to virtual and remote work environments, along with shift towards digitalization, might impact the emotional and psychological well-being of the employees (**Babapour Chafi, Hultberg, and Bozic Yams 2021; Yarberry and Sims 2021)**. When the workforce experiences higher levels of psychological well-being, it tends to demonstrate greater motivation, deeper engagement and a pronounced intent in their work. This positive state can lead to enhanced productivity and overall job satisfaction **(Yang et al. 2024**). Conversely, individuals, grappling with psychological distress, may experience decreased productivity, reduced focus and heightened absenteeism. Therefore, understanding the factors that mediate this relationship becomes crucial. Existing literature has established links between various aspects of employee well-being, such as mental health, job satisfaction and work-life balance, and their impact on work outcomes. However, the specific mechanisms, through which psychological well-being influences employee productivity, remain complex and warrant further investigation. The present study seeks to fill this gap by examining how work-life integration influences the relationship between psychological well-being and employee productivity.

4. Need of the Study

This research topic is of considerable significance, especially in the context of the current competitive business environment, which is defined by advanced technology and an increased focus on sustainable workplaces. The study has three relevant contributions. First, the study contributes to the existing body of literature and provides a theoretical framework, that analyses the relationship between psychological well-being and employee productivity, in the presence of underexplored construct of work-life integration. The reason behind this study is that the psychological well-being of employees defines their contentment, preference and personal growth. For this reason, it can be stated that the employees' affective productivity will increase with their well-being and this will result in better job performance (**Kundi et al. 2021**).

Secondly, most studies have been conducted mainly with focus on Europe, USA and other Western countries whereas only fewer studies have considered Indian context for their study. We have also evidenced that most of the research in the domain of work-life integration is related to medical sector and this research brings novelty, by examining work-life integration of the employees, practising WFH in IT sector. Further, the rationale behind choosing IT sector is that this sector has consistently demonstrated its capacity to swiftly respond to evolving technological landscapes and changing work paradigms. A notable and pioneering example of this agility is the sector's early adoption of work-from-home practices. The IT sector was

one of the first industries to successfully incorporate remote work arrangements, even before the onset of the global pandemic (**Mukherjee and Narang 2022**). This trailblazing approach underscores the sector's proactive stance in exploring innovative work models, to facilitate work-life integration. Also, the authors have specifically chosen the Indian context as India is becoming a strong economic force due to its impressive growth in areas like technology, medicine, and communications. Big global companies are setting up businesses in this country but there is a gap in the existing body of knowledge when it comes to understanding how work-from-home (WFH) and other practices affect people and businesses in India (**Jaiswal and Arun 2022**).

Finally, the need for this research study stems from the growing recognition that employee psychological well-being is an important factor, influencing organizational performance and sustainability. Extant literature has suggested that employee psychological well-being, work-life balance and positive organizational resources are critical elements in building sustainable workplaces (**Bakker and Demerouti 2017; Zheng et al. 2016**). This research topic is significant in the current competitive business environment, characterized by advancements in technology and an increasing focus on sustainable workplace practices. Analyzing this area may yield insights, that would contribute to organizational effectiveness and sustainability efforts **(Kramar 2014; Sypniewska et al. 2023**).

5. Objective of the Study

The objectives of the study are:-

- To investigate how work-life integration mediates the relationship between psychological well-being and employee productivity.
- To provide evidence-based insights, that can inform sustainable human resource management practices, aimed at fostering psychological well-being and improving organizational performance.

6. Hypotheses of the Study

According to review of the literature, following hypotheses were framed:-

H1: Psychological Well-Being (Psy_WB) will have significant influence on Work-Life Integration (WLI).

H2: Work-Life Integration (WLI) will have significant influence on Employee Productivity (Emp_Prod).

7. Research Methodology

7.1 Sample Selection

The research utilized a non-probability sampling approach, specifically employing a purposive sampling technique to target participants, who were most pertinent to the study's context. This method was chosen because it enabled the authors to deliberately target individuals employed in the Indian IT sector, who had direct experience with work-from-home arrangements - an essential criterion in the study. Purposive sampling is particularly effective when the objective is to gain insights from individuals, with specific knowledge or experience, related to the phenomenon under study (**Campbell et al. 2020**). It allows researchers to make informed decisions regarding which participants are most likely to contribute valuable, pertinent and varied information, that aligns with their research goals (**Robinson 2023**). A total of 278 responses were initially collected through online surveys, and post data cleaning, 250 responses were considered for the final analysis.

7.2 Period of Study

The study was conducted during the period February 2024 to April 2024. The electronic questionnaires, using Google Forms, were distributed among IT employees working in the Delhi NCR during the study period.

7.3 Sources of Data

The study was based on primary source of data. The data were collected through a structured questionnaire survey. All the respondents were from the IT department. Also, to support our study, we included a specific question in our survey, to ascertain whether participants were working from home during the data collection period. The anonymity of the respondents was assured. Questionnaire had a structured sequence, with two parts. The first part was about gender, educational qualification and age of the respondent. The second part was entirely dedicated to gather information related to the study. The measures, used in the questionnaire, were adopted from past researches. The measures consisted of three sections, namely, "Employee Productivity", "Work-Life Integration" and "Psychological Well-Being".

To measure employees' psychological well-being, a 5-item scale of world health organization was used (**Hameed, Ijaz, and Sabharwal 2022; The Whoqol Group 1998**). The respondents were asked to indicate their feelings, for a period of few months, with respect to the five statements used in the measurement scale, wherein higher score represented better psychological well-being. The sample item of the scale is, "I have felt cheerful and in good spirits."Work-Life Integration was measured, by using a 5-point Likert Scale, developed by **Kumar & Sarkar (2021)**, which ranged from 1 ("strongly disagree") to 5 ("strongly agree"). The sample item of the scale is, "I take my office-related work to my home", and "I feel I have to rush or remain always busy to complete office and home tasks each day." Productivity was measured on a 5-item scale, developed from **Van der Vegt, Emans, and Van de Vliert, (2000)**, wherein the responses were rated on 7-point scales (from 1=strongly disagree to 7=strongly agree). The sample productivity item is, "I have a high work performance."

7.4 Tools used in the Study

For this study, the methodology used was an associative quantitative approach. The authors employed the structural equation model (SEM) method, utilizing the least squares approach and conducted the analysis by using SmartPLS version 4 software. The standard PLS-SEM algorithm was applied to the entire dataset, to derive the model scores for all latent variables. SEM represents a hybrid approach, combining both factor analysis and multiple linear regression analysis technique, that demonstrates the multiple causal effect relationship between the constructs (**Hair et al. 2021**). The proposed conceptual model is shown in **Figure-1**

8.Data Analysis and Interpretation

The PLS-SEM technique has been used in different areas of management research (Gefen, Rigdon, and Straub 2011) as well as in the research on HRD (Legate et al. 2023; Ringle et al. 2020). Confirmatory factor analysis (CFA) is used for analyzing the outer model and the indicator loadings confirmed convergent validity, composite reliability (CR), and discriminant validation of the measurement model. The inner model assesses the path analysis, which is determined from the coefficients and their relevance.

8.1 Measurement Model Assessment

For evaluating the model, the PLS-SEM approach was employed. Initially, the reliability

of the items was examined, utilizing Cronbach's Alpha and Composite Reliability (CR), to assess internal consistency and construct reliability (Hussain et al. 2018). Both Cronbach's Alpha and Composite Reliability (CR) values exceeded the acceptable limit of 0.70, for every construct, thus confirming the reliability of the items used in the model (Hair et al. 2017). Next, the convergent validity was verified, using the composite reliability index (CRI) and average variance explained (AVE). The results revealed that AVE of the constructs were above the minimum level, i.e., 0.50 (Hair et al. 2017). **Table-1** presents construct reliability as well as convergent validity.

In this study, the discriminant validity was evaluated by employing Fornell-Larcker Criterion (Fornell and Larcker 1981). Discriminant validity depends on whether variance of any of the items of the construct is higher than variance among the constructs. Discriminant validity, considered in the case when the square root of the AVE was higher than the correlation index. **Table-2** presents the results of all constructs and it shows compliance with the Fornell-Larcker Criterion.

8.2 Structural Model Assessment

The relationship between the constructs was assessed, by using the structural equation modeling approach **(Hair et al. 2017)**. This involves mediation analysis, which is calculated by using the bootstrapping approach **(Hair et al. 2017)**. This approach tests the hypotheses by assessing the significance of the path coefficient and estimating their confidence intervals. **Table-3** indicates the effect of psychological well-being on employee productivity through the mediation of work-life integration. T-values indicate how strongly a predictor is associated with the response variable and a minimum t-value of 1.97 is required **(Hair et al. 2017).** The higher t-values represent stronger relationship (Duarte and Amaro 2018). P values also give direction to the relationships and its significance relies on maximum acceptable limit of 0.05 (Kock and Hadaya 2018). In **Table-4**, the significant T statistics (|O/STDEV| = 6.188) and P value (0.000), indicated that psychological well-being indirectly influenced employee productivity through its effect on improving work life integration.

The result found support for both the hypotheses at one percent level of significance (**Table-3 & Figure-2**). Psychological well-being (β=0.685, p value=0.00) exerted significant positive impact on work-life integration. Further, work-life integration (β=0.318; p value=0.00) reported significant positive influence on the employee productivity. Hence H1 and H2 alternative hypotheses were supported by the result.

9. Findings of the Study

The present research examined how psychological well-being influenced employee productivity, mediated by work-life integration, and enabled the formation of sustainable workplace. The focus on employee psychological well-being and work-life integration as key drivers of productivity, requires a comprehensive strategy for managing talent.. By prioritizing the mental health and work-life balance of employees, managers can cultivate a work environment, that enhances long-term engagement, minimizes burnout and strengthens overall workforce resilience **(Zheng et al. 2016**). This, in turn, supports the sustainability of the organization's human capital, a critical component of its competitive advantage (**Kramar 2014**). Additionally, the insights derived from the SmartPLS analysis could

provide managers with valuable data, that would help them to make informed decisions and implement tailored interventions that effectively address the specific needs of their workforce (**Hair et al. 2017**). This approach fosters a workplace culture, that not only values employee well-being but also enhances productivity. By prioritizing both aspects, organizations can better adapt, innovate and achieve long-term success. (**Daniels et al. 2022**). In this way, this research study provides a foundation for managers to link their talent management strategies with the principles of a sustainable workplace, deriving both individual and organizational efficiency in a holistic and responsible way.

The findings of this study are also consistent with the Sustainable Development Goals (SDGs) adopted by United Nations in 2015. Sustainable Development Goal 3 (SDG 3) strives to ensure good health and well-being for all, focusing on promoting physical and mental health while reducing illness and mortality rates (United Nations, 2015). As sustainability offers competitive advantage **(Rana, 2019)**, the intersection of psychological well-being and employee productivity is significant within the context of this SDG, as it highlights the role of mental health on overall well-being and productivity outcomes. The study's focus on work-life integration also aligns with SDG 3's emphasis on well-being. By understanding how blending work and personal life affects psychological well-being and productivity, organizations can design policies and practices that help employees to build a healthier work-life balance. In essence, businesses, that prioritize employee psychological well-being and work-life integration, may obtain a competitive advantage by attracting and retaining top talent, fostering higher levels of engagement and productivity, and differentiating themselves in the market.

10. Suggestions

Building on the insights from this study, authors suggest that organizations should consider integrating psychological well-being into the core of their talent management strategies. Fostering a culture, that prioritizes mental health through structured programs such as counseling, stress management and wellness initiatives, can cultivate a supportive environment that enhances both employee satisfaction and overall performance. Rather than treating mental health as an ancillary concern, it should be recognized as a fundamental component of organizational effectiveness and sustainability. Additionally, organizations should revisit and recalibrate their work-life integration frameworks, to reflect the changing nature of work. This includes recognizing diverse personal responsibilities and needs of employees, especially in remote and hybrid working environments. Emphasizing flexibility in working hours, recognizing caregiving roles and creating policies that enable a better blending of work and life, can lead to improved psychological well-being and consequently, higher productivity. Moreover, attention must be paid to inclusivity in the design and implementation of well-being policies. Work-life integration experiences differ across gender identities and personal circumstances and organizations must strive to ensure that their practices are equitable and sensitive to these variations. This requires moving beyond generalized approach and developing initiatives that are inclusive and adaptive to a diverse workforce.

11. Conclusion

This research offers substantial theoretical and practical insights, that establish a link between psychological well-being, work-life integration and employee productivity. By extending established frameworks such as the Job

Demands-Resources (JD-R) model (Demerouti et al. 2011), Positive Psychology (Seligman and Csikszentmihalyi 2000), and Self-Determination Theory (Deci, Olafsen, and Ryan 2017), the study introduces an additional aspect of psychological well-being. By understanding these relationships, organizations can enhance their sustainability and foster a more resilient workforce. The findings reveal that psychological well-being is not only vital for individual functioning but also acts as a strategic resource, that can enhance organizational performance and societal resilience.

12. Limitations of the Study

Although the study offers insightful observations, it does suffer from certain limitations. One key aspect to consider is the potentially low sample size, which may pose challenges in generalizing the findings to larger and more diverse populations in future studies. Further, the study utilized a cross-sectional design, limiting the capacity to make causal inferences between psychological well-being and WLI. Additionally, the current model lacks the inclusion of other relevant constructs, that could impact the relationship between psychological well-being and work outcomes. Factors such as job resources, organizational support, personal coping mechanisms, family dynamics and financial stressors were not considered, potentially limiting the depth of analysis. Another shortcoming lies in the limited sectoral focus. For example, small businesses, which often face unique challenges in managing employee well-being due to limited resources, remain unrepresented. Finally, the study does not incorporate a gender-based analysis, thereby overlooking how work-life experiences and psychological well-being may differ across various gender identities and orientations.

13. Scope for Further Study

To enhance the dependability and relevance of the results, subsequent studies should consider these limitations by implementing more rigorous methodologies and extensive models. Employing longitudinal or experimental research designs can greatly enhance our understanding of the causal relationship between psychological well-being and work-life integration over time. Expanding the model to include additional variables such as organizational resources, family dynamics, coping strategies and financial pressures, will provide a more holistic view of the factors, influencing work-life integration. Moreover, future studies should consider conducting sector-specific analyses, particularly focusing upon small businesses and underrepresented organizational sizes, to uncover unique dynamics in these settings. Exploring the reverse relationship of how work-life integration may impact psychological well-being also presents a promising avenue for inquiry. Additionally, incorporating diverse and representative samples, that account for gender differences and identities,will enrich the analysis and ensure a more inclusive understanding of work-from-home experiences and their psychological implications.

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Table-1: Construct Reliability and Convergent Validity of the constructs Psychological Well-Being, Employee Productivity and Work-Life Integration

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Emp_Productivity	0.892	0.945	0.922	0.750
Psy_Well-Being	0.865	0.881	0.901	0.647
WLI	0.728	0.750	0.879	0.784

Note: Emp_Productivity: Employee Productivity; Psy_Well-Being: Psychological Well-Being; WLI: Work-Life Integration

Source: Primary data and computed using SmartPLS

Table-2: Discriminant Validity - Fornell-Larcker Criterion for the constructs Psychological Well-Being, Employee Productivity and Work-Life Integration

Construct	Emp_Productivity	Psy_Well-Being	WLI
Emp_Productivity	0.866		
Psy_Well-Being	0.121	0.804	
WLI	0.318	0.685	0.886

Note: Emp_Productivity: Employee Productivity; Psy_Well-Being: Psychological Well-Being; WLI: Work-Life Integration

Source: Primary data and computed using SmartPLS

Table-3: Results of Hypotheses Testing Regarding Psychological Well-Being and Employee Productivity through Work-Life Integration

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
H1:Psy_Well-Being-> WLI	0.685	0.687	0.034	20.081	0.000	Supported
H2:WLI-> Emp_Productivity	0.318	0.322	0.047	6.743	0.000	Supported

Note: Emp_Productivity: Employee Productivity; Psy_Well-Being: Psychological Well-Being; WLI: Work-Life Integration

Source: Primary data and computed using SmartPLS

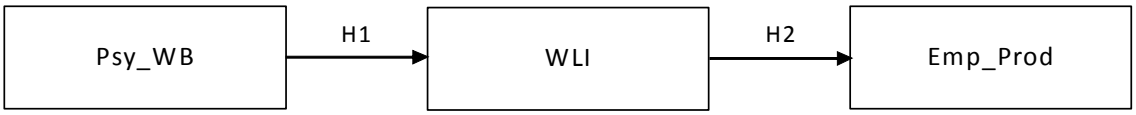
Table-4: Specific Indirect Effect Regarding Psychological Well-Being and Employee Productivity through Work-Life Integration

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Psy_WB->WLI-> Emp_Prod	0.218	0.222	0.035	6.188	0.000

Note: Emp_Productivity: Employee Productivity; Psy_Well-Being: Psychological Well-Being; WLI: Work-Life Integration

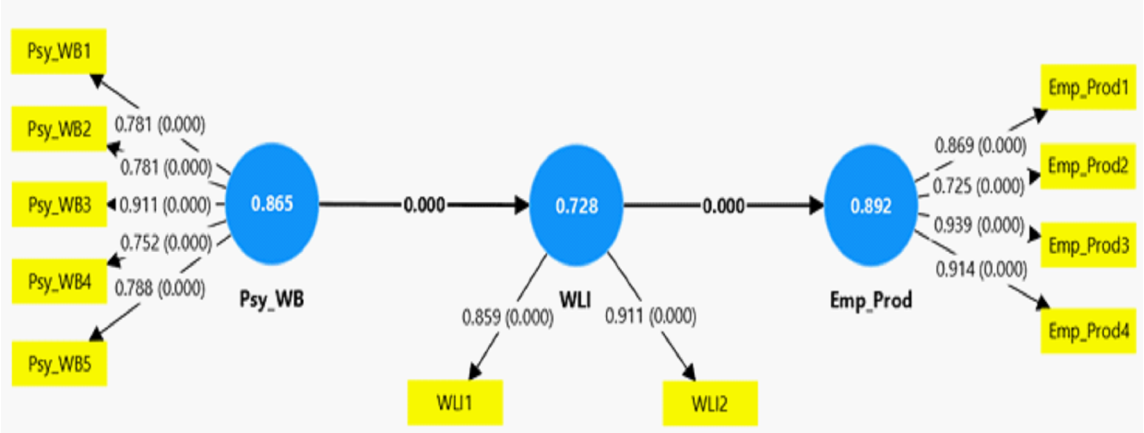
Source: Primary data and computed using SmartPLS

Figure-1 Proposed Conceptual Model of Psychological Well-Being and Employee Productivity through Work-Life Integration



Source: Authors Compilation

Figure-2 Results of Structural Equation Model



Source: Primary data and computed using SmartPLS