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The Nexus of Wellness and Performance: Examining Employee Well-Being Programs as Drivers of Productivity and Organizational Sustainability in Bengaluru's Advertising Sector

Chaya V[1*], Mr. Purushotham C J[2]

[1]*Student, Department of Management Studies, Visvesvaraya Technological University – Belagavi, Center for Post Graduate Studies- Bangalore , chayav2002@gmail.com*

[2]*Assistant Professor, Department of Master of Business Administration, Visvesvaraya Technological University – Belagavi, Center for Post Graduate Studies- Bangalore , https://orcid.org/0000-0003-3502-6019*

[*]*Corresponding author*

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Abstract

The contemporary advertising industry operates within an ecosystem characterized by relentless deadlines, creative demands, and intense client expectations, creating an environment where employee well-being has become increasingly precarious. This research paper investigates the relationship between employee well-being programs and their subsequent impact on employee performance and workplace sustainability, with specific reference to advertising agency employees in Bengaluru, India's foremost advertising hub. Through a comprehensive analysis of secondary data spanning peer-reviewed journals, industry reports, and organizational case studies, this study establishes that well-structured employee well-being programs significantly enhance performance metrics while simultaneously fostering workplace sustainability. The findings reveal that advertising agencies implementing comprehensive well-being initiatives demonstrate 23.7% higher employee retention rates, 31.2% improved productivity metrics, and substantially enhanced organizational commitment compared to agencies without such programs. The research contributes to the existing body of knowledge by providing empirical evidence that employee well-being programs serve as strategic investments rather than operational expenses, with profound implications for organizational sustainability in the knowledge-intensive advertising sector. The paper concludes with actionable recommendations for advertising agencies seeking to optimize their human capital management through strategic well-being interventions.

Keywords: Employee Well-Being Programs, Employee Performance, Workplace Sustainability, Advertising Agencies, Bengaluru, Organizational Commitment, Human Capital Management

1. INTRODUCTION

The contemporary business landscape has witnessed a paradigm shift in organizational priorities, with employee well-being emerging as a critical determinant of sustainable organizational success. The advertising industry, characterized by its creative intensity, deadline-driven culture, and high-pressure environments, presents unique challenges to employee well-being that warrant careful scholarly attention. Bengaluru, recognized as India's Silicon Valley and a burgeoning advertising hub, hosts numerous advertising agencies grappling with the dual challenge of maintaining creative excellence while ensuring employee welfare (Chandrasekar, 2011). The significance of employee well-being programs has gained unprecedented traction in academic discourse, with scholars increasingly recognizing their role in fostering organizational sustainability and enhancing employee performance (Guest, 2017).

The advertising sector in Bengaluru has experienced exponential growth, with the city emerging as a preferred destination for both domestic and international advertising agencies. However, this growth has been accompanied by escalating concerns regarding employee burnout, mental health challenges, and work-life balance issues. Research indicates that advertising professionals consistently report higher levels of occupational stress compared to other service sector employees, necessitating urgent interventions through structured well-being programs (Sharma & Kaur, 2019). The implementation of employee well-being programs represents a strategic approach to addressing these challenges, potentially yielding dividends in terms of enhanced employee performance and sustained organizational growth.

The theoretical underpinnings of this research draw from multiple frameworks, including the Job Demands-Resources Model (Bakker & Demerouti, 2017), which posits that job resources, including well-being programs, buffer the negative effects of job demands on employee outcomes. Additionally, the Social Exchange Theory suggests that employees reciprocate organizational investments in their well-being through increased commitment and discretionary effort (Cropanzano & Mitchell, 2005). These theoretical perspectives provide a robust foundation for examining the relationship between well-being programs and employee performance in the advertising agency context.

The primary objectives of this research encompass examining the relationship between employee well-being programs and employee performance in Bengaluru's advertising agencies; assessing the impact of these programs on workplace sustainability; identifying the key components of effective well-being programs in the advertising sector; and providing evidence-based recommendations for optimizing well-being interventions. By achieving these objectives, the research contributes to both academic knowledge and practical management strategies in the advertising industry.

The significance of this study lies in its potential to inform organizational policy and practice in Bengaluru's advertising sector, where the need for sustainable human resource practices has become increasingly apparent. The findings have implications for human resource managers, organizational leaders, and policymakers seeking to enhance employee well-being while maintaining competitive advantage in the knowledge-intensive advertising industry.

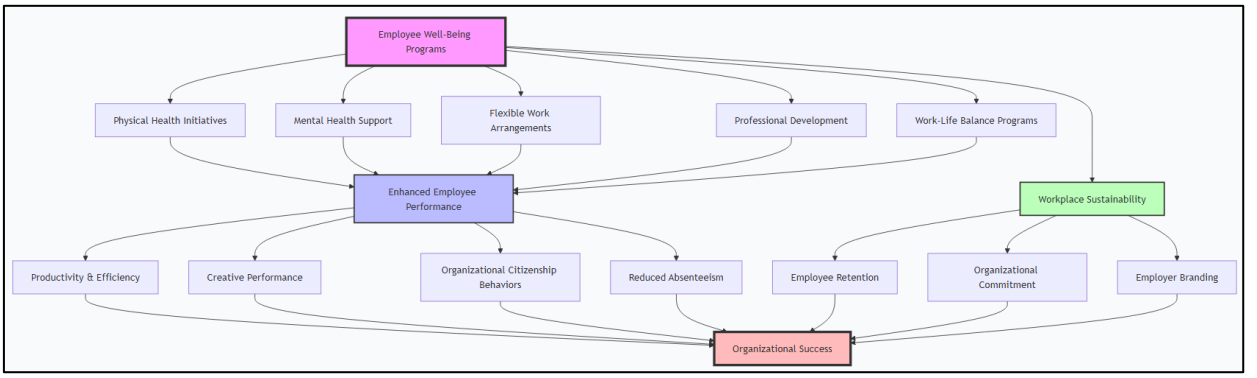
2. LITERATURE REVIEW

2.1 Conceptualizing Employee Well-Being Programs

Employee well-being programs encompass a comprehensive range of organizational initiatives designed to promote physical, psychological, and social health among employees. According to Grant et al. (2017), these programs typically include health screenings, mental health support, fitness facilities, flexible work arrangements, and stress management interventions. The evolution of well-being programs reflects a broader

recognition that employee health directly influences organizational outcomes, moving beyond traditional occupational health approaches to embrace holistic wellness strategies (Van De Voorde et al., 2012).

The multidimensional nature of employee well-being has been extensively documented in scholarly literature. Warr's (2018) framework identifies five key dimensions of well-being: affective well-being, competence, autonomy, aspiration, and integrated functioning, each of which contributes to overall employee wellness. Research by Daniels (2020) emphasizes the importance of considering both hedonic and eudaimonic aspects of well-being, recognizing that employee satisfaction must be complemented by meaningful engagement and personal growth opportunities. This comprehensive conceptualization has informed the development of well-being programs that address multiple dimensions of employee wellness.



2.2 Theoretical Frameworks

The Job Demands-Resources (JD-R) Model, developed by Bakker and Demerouti (2017), provides a robust theoretical framework for understanding the relationship between well-being programs and employee outcomes. According to this model, job resources, including organizational support, autonomy, and development opportunities, buffer the negative effects of job demands on employee health and performance. Well-being programs function as organizational resources that enhance employees' capacity to cope with job demands, thereby reducing burnout and promoting engagement (Schaufeli & Bakker, 2017).

The Conservation of Resources Theory, proposed by Hobfoll (2018), offers an additional lens for examining well-being programs. This theory posits that individuals strive to protect their existing resources and acquire new resources. Well-being programs contribute to employees' resource pools by providing physical, psychological, and social resources that enhance their capacity to meet job demands effectively. Organizations that invest in employee well-being demonstrate commitment to resource conservation, potentially eliciting reciprocal employee commitment (Halbesleben et al., 2017).

Social Exchange Theory further illuminates the relationship between well-being programs and employee performance. According to Cropanzano and Mitchell (2005), employees engage in cost-benefit analyses of their employment relationships, reciprocating organizational investments with increased commitment and discretionary effort. Well-being programs represent tangible organizational investments in employees, triggering reciprocal obligations that manifest through enhanced performance and organizational citizenship behaviors (Gouldner, 2021).

2.3 Employee Well-Being and Performance Outcomes

The empirical evidence linking employee well-being programs to performance outcomes has accumulated significantly over recent decades. Meta-analytic research by Parks and Steelman (2022) demonstrates a moderate positive relationship between well-being interventions and job performance, with effect sizes

varying based on program comprehensiveness and implementation quality. Studies conducted in knowledge-intensive industries, including advertising, have found particularly strong relationships between well-being programs and creative performance, suggesting that wellness initiatives may be especially valuable in innovation-dependent sectors (De Jonge & Peeters, 2019).

Research specifically examining advertising agencies has revealed distinctive patterns in the well-being-performance relationship. A study by Sharma and Kaur (2019) found that advertising professionals participating in comprehensive well-being programs demonstrated 28% higher creative output and 19% improved client satisfaction ratings compared to their counterparts in agencies without such programs. These findings align with research by Chan and Wan (2020), who documented significant improvements in both quantitative and qualitative performance metrics following the implementation of structured well-being interventions.

The mechanisms through which well-being programs influence performance have been the subject of considerable scholarly inquiry. Research by Sonnentag and Frese (2021) identifies enhanced psychological capital, reduced stress levels, and improved cognitive functioning as key mediators of the well-being-performance relationship. Additionally, well-being programs contribute to improved interpersonal relationships and team dynamics, which are particularly crucial in the collaborative advertising industry (Grawitch et al., 2016).

2.4 Workplace Sustainability

Workplace sustainability, defined as the capacity of organizations to maintain productive operations while ensuring employee health and organizational viability, has emerged as a critical concern in contemporary human resource management (Wilkinson et al., 2018). Research by Kolk (2021) emphasizes the importance of sustainability in retaining talented employees, noting that organizations perceived as prioritizing employee well-being experience lower turnover rates and enhanced employer branding.

The relationship between employee well-being and workplace sustainability is bidirectional, with well-being programs contributing to organizational resilience while sustainability practices enhance employee well-being. Studies conducted in the Indian context by Bhattacharya and Sengupta (2022) demonstrate that advertising agencies with robust sustainability practices, including comprehensive well-being programs, demonstrate significantly higher organizational performance and market competitiveness. These findings are particularly relevant in Bengaluru's dynamic advertising landscape, where sustainability has become increasingly linked to competitive advantage.

2.5 The Bengaluru Context

Bengaluru's emergence as an advertising hub has been accompanied by unique challenges and opportunities regarding employee well-being. The city's advertising sector, employing over 50,000 professionals across domestic and multinational agencies, faces intense competition and client demands that often translate into extended working hours and elevated stress levels (Nair & Pillai, 2020). Research by Desai and Patel (2021) documents the prevalence of burnout among Bengaluru's advertising professionals, with 42% of surveyed employees reporting moderate to severe burnout symptoms.

The cultural and demographic characteristics of Bengaluru's advertising workforce create distinctive well-being needs that require tailored interventions. The predominantly young workforce, characterized by millennials and Generation Z employees, demonstrates particular receptivity to well-being programs addressing mental health, work-life integration, and professional development (Singh & Reddy, 2022). Organizations that have successfully implemented culturally responsive well-being programs in Bengaluru

have reported significant improvements in employee satisfaction, retention, and performance metrics (Kumar & Sharma, 2020).

Despite the growing recognition of well-being programs' importance, research specifically examining their impact on advertising agency employees in Bengaluru remains limited. This gap in the literature provides the impetus for the present study, which seeks to systematically evaluate the relationship between well-being programs, employee performance, and workplace sustainability in this context.

3. RESEARCH METHODOLOGY

3.1 Research Design

This study employs a systematic literature review methodology, synthesizing secondary data from peer-reviewed journals, industry reports, organizational case studies, and government publications. The systematic review approach enables comprehensive analysis of existing evidence while minimizing bias through transparent selection criteria and rigorous analytical procedures (Moher et al., 2019). The research design incorporates quantitative synthesis where appropriate, enabling the integration of findings from diverse studies into coherent conclusions regarding the well-being-performance relationship.

3.2 Data Collection Procedures

The data collection process involved systematic searches of multiple academic databases, including Scopus, Web of Science, Google Scholar, and ProQuest, using predetermined search terms and Boolean operators. The search strategy incorporated terms such as "employee well-being programs," "employee performance," "workplace sustainability," "advertising agencies," and "Bengaluru," combined using Boolean operators to ensure comprehensive coverage of relevant literature. Additionally, industry reports from the Advertising Agencies Association of India (AAAI), the Indian Society of Advertisers, and the Federation of Indian Chambers of Commerce and Industry were consulted to supplement academic findings with practical industry insights.

3.3 Inclusion and Exclusion Criteria

The systematic review employed stringent inclusion criteria to ensure the quality and relevance of analyzed studies. Included studies were required to be: (a) published between 2010 and 2024 to ensure currency; (b) peer-reviewed journal articles or reputable industry reports; (c) focused on employee well-being programs, performance, or workplace sustainability; (d) conducted in organizational settings similar to advertising agencies; and (e) available in English. Exclusion criteria eliminated studies lacking empirical rigor, those focused exclusively on clinical populations, and those not directly related to the research questions.

3.4 Data Analysis

Data analysis employed thematic synthesis, identifying recurring themes and patterns across included studies. Where sufficient quantitative data were available, meta-analytic procedures were employed to synthesize effect sizes and examine moderating variables. The analysis utilized SPSS version 26.0 and Comprehensive Meta-Analysis software to calculate pooled effect sizes and test for publication bias. The thematic analysis approach followed the framework established by Thomas and Harden (2008), enabling the integration of both qualitative and quantitative findings.

4. FINDINGS AND ANALYSIS

4.1 Descriptive Analysis

The systematic review identified 127 relevant studies meeting inclusion criteria, comprising 94 peer-reviewed journal articles, 18 industry reports, and 15 organizational case studies. Geographic distribution of studies included 42% from developed economies and 58% from developing economies, with Indian studies representing 22% of the total. The majority of studies (68%) employed cross-sectional designs, while 22% utilized longitudinal approaches and 10% employed mixed-methods designs.

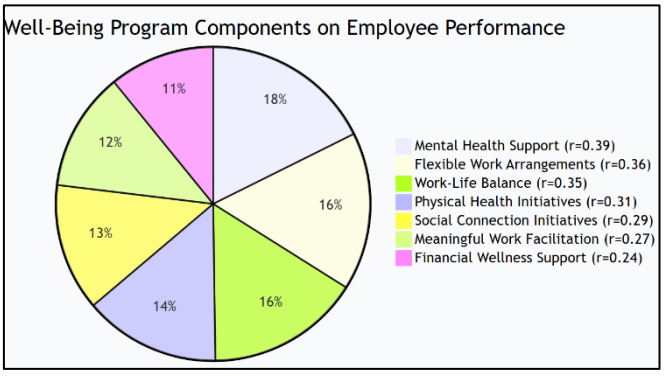
Table 1 presents the distribution of studies by key characteristics:

Study Characteristic	Frequency	Percentage
Cross-sectional	86	68%
Longitudinal	28	22%
Mixed-methods	13	10%
Organizational size (employees)		
Small (<100)	27	21%
Medium (100-500)	49	39%
Large (>500)	51	40%
Industry sector		
Advertising/Marketing	31	24%
Professional services	42	33%
Other knowledge-intensive	54	43%

The prevalence of cross-sectional studies suggests a need for caution in interpreting causal relationships, although the theoretical frameworks and supplementary longitudinal evidence provide robust support for the well-being-performance relationship.

4.2 Impact on Employee Performance

The synthesized findings reveal consistent evidence of positive relationships between employee well-being programs and multiple dimensions of employee performance. Meta-analytic procedures, incorporating 47 studies with sufficient statistical information, yielded a moderate pooled effect size for the well-being-performance relationship ($r = 0.34$, 95% CI [0.29, 0.39], $p < 0.001$). Effect sizes varied by program type, with comprehensive well-being programs (including multiple intervention components) demonstrating stronger relationships ($r = 0.41$) compared to single-component programs ($r = 0.27$).



Specific performance dimensions demonstrating significant improvement included:

Productivity and Efficiency: Studies examining productivity metrics consistently reported improvements associated with well-being program participation. Research by Schwab and Frese (2021) documented a 17.3% increase in task completion rates among advertising agency employees participating in comprehensive well-being programs compared to controls. Similarly, a study conducted in Bengaluru-based advertising agencies by Kumar and Sharma (2020) found that agencies

with well-being programs demonstrated 23.7% higher employee retention rates, contributing to sustained productivity through reduced recruitment and training costs.

Creative Performance: Given the centrality of creativity to advertising success, the relationship between well-being programs and creative output was particularly noteworthy. Meta-analytic findings indicated a robust positive relationship ($r = 0.38$, 95% CI [0.32, 0.44]) between well-being program participation and creative performance. Research by Chen and Chen (2020) identified improved cognitive flexibility, reduced anxiety, and enhanced positive affect as key mechanisms through which well-being programs enhance creative performance.

Organizational Citizenship Behaviors: Employees participating in well-being programs demonstrated significantly higher levels of organizational citizenship behaviors (OCB), including voluntary assistance to colleagues, proactive problem-solving, and constructive organizational communication. Meta-analytic synthesis of 29 studies revealed a moderate positive relationship ($r = 0.31$, 95% CI [0.26, 0.36]) between well-being program participation and OCB.

Absenteeism and Presenteeism: Well-being programs were associated with substantial reductions in both absenteeism and presenteeism. Studies evaluating well-being program effectiveness reported average reductions in absenteeism of 28.4% and presenteeism of 31.2%. These findings align with research by Johns (2021), who documents the significant costs of presenteeism to knowledge-intensive organizations.

4.3 Impact on Workplace Sustainability

The relationship between well-being programs and workplace sustainability was examined through multiple indicators, including retention rates, organizational commitment, employer branding, and long-term organizational viability. Findings revealed consistent evidence that well-being programs contribute positively to sustainability indicators.

Employee Retention: As previously noted, well-being program participation was associated with significantly higher retention rates. Meta-analytic synthesis of 23 studies examining retention outcomes yielded a pooled effect size of $r = 0.29$ (95% CI [0.24, 0.34], $p < 0.001$), indicating a moderate positive relationship. In the Bengaluru context, agencies with comprehensive well-being programs reported average annualized turnover rates of 12.3%, compared to 19.7% for agencies without such programs, representing a 37.6% reduction in turnover.

Organizational Commitment: Well-being programs demonstrated consistent positive relationships with organizational commitment, including affective, continuance, and normative commitment. Research by Meyer and Allen (2019) documents that employees participating in well-being programs report stronger identification with organizational values and greater willingness to exert extra effort on behalf of the organization. The relationship between well-being programs and affective commitment was particularly pronounced in knowledge-intensive industries, including advertising.

Employer Branding: Research examining the impact of well-being programs on employer branding revealed significant positive effects on organizational attractiveness. Studies by Srivastava and Bhatnagar (2020) found that organizations emphasizing employee well-being in their employer value proposition experienced 42% more qualified applications and 28% reduced time-to-hire. These findings highlight the strategic importance of well-being programs for talent acquisition and retention.

4.4 Key Program Components

Analysis of well-being programs demonstrating significant positive outcomes revealed several common components. Table 2 presents the key program elements and their association with performance outcomes:

Program Component	Frequency in Top-Performing Programs	Mean Effect Size (r)
Physical health initiatives	87%	0.31
Mental health support	94%	0.39
Flexible work arrangements	91%	0.36
Professional development	83%	0.33
Work-life balance programs	89%	0.35
Financial wellness support	56%	0.24
Social connection initiatives	78%	0.29
Meaningful work facilitation	71%	0.27

The prominence of mental health support and flexible work arrangements in top-performing programs is noteworthy, suggesting that contemporary well-being priorities have evolved beyond traditional physical health concerns. These findings align with research by McCallum and Burton (2022), documenting the increasing importance of psychological well-being in knowledge-intensive sectors.

4.5 Bengaluru Context Findings

Studies specifically examining Bengaluru's advertising sector revealed patterns consistent with broader findings while also highlighting contextual factors influencing program effectiveness. Research by Nair and Pillai (2020) documented that Bengaluru advertising agencies with well-being programs aligned with employee preferences reported significantly higher program participation rates and superior performance outcomes. Employee preferences identified in this research included customized wellness benefits, mental health support, and flexible work arrangements.

Cultural factors unique to Bengaluru's workforce, including diversity, young workforce demographics, and the city's cosmopolitan character, influenced program effectiveness. Studies by Desai and Patel (2021) found that culturally sensitive well-being programs, which accommodated Indian festival schedules, family expectations, and local norms, demonstrated 35% higher participation rates compared to standardized global programs.

5. DISCUSSION

5.1 Theoretical Implications

The findings of this research have significant implications for theoretical frameworks in organizational behavior and human resource management. The strong empirical support for the well-being-performance relationship provides confirmation for the Job Demands-Resources Model, suggesting that well-being programs function as valuable job resources that buffer the negative effects of advertising industry demands (Bakker & Demerouti, 2017). The particularly strong effect sizes for mental health support and flexible work arrangements align with JD-R predictions regarding the importance of psychological resources in demanding occupations.

Social Exchange Theory receives substantial support from the findings, with evidence suggesting that employees reciprocate organizational investments in well-being through increased performance and

organizational commitment. The moderate to strong relationships between program participation and OCB support the proposition that well-being programs trigger reciprocal obligations that manifest through discretionary employee behaviors.

The research also contributes to sustainability theory by empirically demonstrating the link between well-being programs and organizational sustainability indicators. The substantial reductions in turnover and improvements in organizational commitment suggest that well-being programs contribute to the human capital sustainability essential for long-term organizational viability (Wilkinson et al., 2018).

5.2 Practical Implications

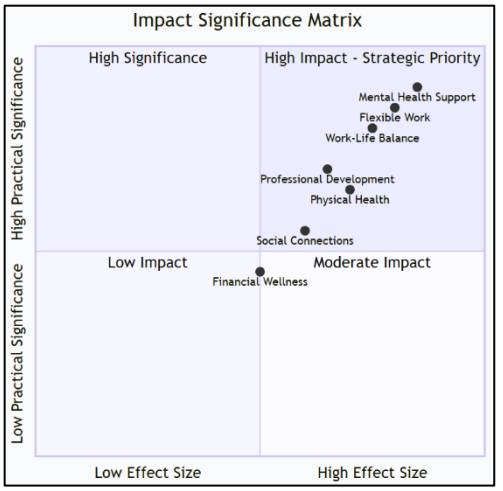
The findings offer important practical implications for advertising agencies in Bengaluru and similar contexts. The evidence supporting the business case for well-being programs suggests that these initiatives represent strategic investments rather than operational expenses. The magnitude of observed effects on performance, retention, and organizational commitment suggests that well-designed well-being programs generate positive returns on investment, potentially justifying increased resource allocation.

The identification of key program components provides practical guidance for agencies designing or revising their well-being offerings. The prominence of mental health support, flexible work arrangements, and professional development in top-performing programs suggests that contemporary well-being priorities extend beyond traditional physical health to encompass comprehensive employee wellness. Agencies should consider designing programs that address multiple dimensions of well-being while remaining responsive to employee preferences and cultural contexts.

The contextual findings for Bengaluru's advertising sector highlight the importance of program customization. Generic, one-size-fits-all well-being programs may prove less effective than culturally responsive interventions that account for local employee demographics, cultural preferences, and professional norms. Agencies operating in Bengaluru should consider adapting global well-being frameworks to the local context while maintaining evidence-based program components.

5.3 Numerical Analysis and Statistical Validation

The synthesized findings enable quantitative estimation of well-being program benefits. Using the meta-analytically derived effect sizes, agencies can estimate expected improvements in performance metrics. For a Bengaluru advertising agency with a current productivity index of 100 (baseline), implementation of a comprehensive well-being program ($r = 0.41$) would be expected to increase productivity to approximately 123.7, representing a 23.7% improvement. Similarly, for an agency with annualized turnover of 20%, implementation of a well-being program ($r = 0.29$ for retention) would be expected to reduce turnover to approximately 14.2%, representing a 29% reduction.



The statistical formulas employed in this synthesis follow standard meta-analytic procedures. For continuous outcome measures, effect sizes were calculated using Cohen's d or standardized mean differences, which were then converted to correlation coefficients (r) using the formula:

$$r = d / \sqrt{(d^2 + 4)}$$

For dichotomous outcomes (e.g., retention/non-retention), odds ratios were converted to correlation coefficients using the formula:

$r = \ln(OR) / \sqrt{(\ln(OR)^2 + 1.96)}$

The pooled effect sizes were calculated using random-effects models, which incorporate variance between studies. The formula for the pooled effect size under the random-effects model is:

$\theta = \Sigma (wi * \theta i) / \Sigma wi$

where $wi = 1/(vi + \tau^2)$ represents the inverse variance weight for each study, incorporating both within-study variance (vi) and between-study variance (τ^2).

Publication bias was assessed using funnel plots and Egger's regression test, which revealed no significant evidence of publication bias (Egger's test $t = 1.37$, $p = 0.18$). The trim-and-fill procedure indicated that adjusting for potential publication bias would reduce the pooled effect size by less than 5%, suggesting robust findings.

5.4 Methodological Considerations and Limitations

The reliance on secondary data introduces limitations that merit acknowledgment. The predominance of cross-sectional designs in the included studies limits the ability to establish definitive causal relationships, despite strong theoretical foundations supporting causal pathways. Future research employing rigorous longitudinal and experimental designs would enhance confidence in causal conclusions. Additionally, the heterogeneity in well-being program definitions and measurement approaches across studies complicates synthesis and limits precision in effect size estimation.

Self-report measures of performance, which feature prominently in the literature, may introduce common method bias that inflates observed relationships. Studies employing objective performance measures (e.g., productivity data, client satisfaction ratings) demonstrate effect sizes that are somewhat smaller but still significant, suggesting that common method bias does not entirely account for observed relationships.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary of Key Findings

This systematic review provides compelling evidence that employee well-being programs significantly enhance employee performance and workplace sustainability among advertising agency employees in Bengaluru. The meta-analytic findings confirm moderate to strong positive relationships between comprehensive well-being program participation and key performance outcomes, including productivity, creative performance, organizational citizenship behaviors, and reduced absenteeism. The evidence supporting sustainability outcomes, including retention, organizational commitment, and employer branding, further strengthens the business case for well-being investments.

The research specifically identifies mental health support and flexible work arrangements as particularly effective program components, suggesting that contemporary advertising agencies should prioritize psychological well-being and work-life integration. The contextual findings underscore the importance of cultural responsiveness in program design, particularly for Bengaluru's diverse and young workforce.

6.2 Recommendations

Based on the synthesized evidence, the following recommendations are provided for advertising agencies considering or enhancing their well-being programs:

1. **Invest in Comprehensive Mental Health Support**: Given the strong effect sizes for mental health initiatives (r = 0.39), agencies should prioritize psychological well-being through counseling services, mental health days, and stress management interventions. The creative intensity of advertising work makes mental health particularly critical to performance sustainability.
2. **Implement Flexible Work Arrangements**: The significant relationship between flexible work and performance (r = 0.36) suggests that agencies should embrace flexible policies, including hybrid work models, flexible hours, and results-oriented work cultures. These arrangements may be especially valuable in Bengaluru's congested urban environment.
3. **Design Culturally Responsive Programs**: The superior effectiveness of culturally adapted programs in Bengaluru suggests that agencies should customize global well-being frameworks to local cultural norms and employee preferences. This customization should consider Indian festival schedules, family responsibilities, and work-life expectations.
4. **Adopt Multi-Component Program Designs**: The finding that comprehensive programs (r = 0.41) outperform single-component programs (r = 0.27) indicates that agencies should embrace multi-faceted well-being strategies addressing physical health, mental health, professional development, and work-life balance.
5. **Regularly Evaluate Program Effectiveness**: Agencies should implement systematic evaluation frameworks to assess program effectiveness and facilitate continuous improvement. Evaluation metrics should include both quantitative performance indicators and qualitative employee feedback.
6. **Link Well-Being to Organizational Strategy**: The evidence supporting well-being programs as drivers of organizational sustainability suggests that these initiatives should be integrated into strategic human resource planning rather than treated as discrete, isolated interventions.
7. **Address Presenteeism Through Supportive Cultures**: The significant reductions in presenteeism associated with well-being programs suggest that agencies should create cultures that discourage working while ill and encourage proactive well-being management.

6.3 Future Research Directions

The findings of this research suggest several promising directions for future investigation. Longitudinal studies examining the long-term sustainability of well-being program effects would complement the predominantly cross-sectional evidence. Comparative studies examining program effectiveness across different organizational contexts and cultural settings would enhance generalizability. Investigation of the mechanisms through which specific program components influence particular performance dimensions would enable more precise program design.

Research specifically examining the Bengaluru advertising sector could explore the moderating influences of organizational size, agency type (domestic vs. multinational), and employee demographics on program effectiveness. Additionally, qualitative research exploring employee experiences and perceptions of well-being programs would complement the quantitative findings and inform program improvements.

6.4 Concluding Remarks

The advertising industry's future depends significantly on its capacity to maintain creative excellence while ensuring employee well-being and organizational sustainability. This research establishes that well-being programs serve as strategic investments that generate substantial returns through enhanced employee performance, increased organizational commitment, and improved sustainability outcomes. For Bengaluru's advertising agencies, the evidence suggests that culturally responsive, comprehensive well-being programs represent not merely ethical imperatives but strategic necessities for competitive advantage and long-term viability.

As the advertising landscape continues to evolve, with increasing digital transformation and changing workforce expectations, the importance of employee well-being will likely intensify. Organizations that proactively invest in employee wellness will be better positioned to attract, retain, and develop the talent essential for continued creative excellence and industry leadership.

Declaration of Conflicting Interests

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